

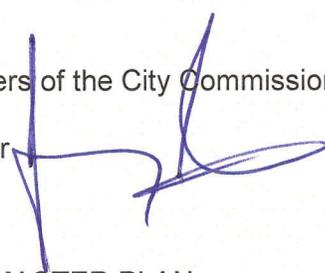
MIAMI BEACH

OFFICE OF THE CITY MANAGER
NO. LTC #

LETTER TO COMMISSION

251-2016

TO: Mayor Philip Levine and Members of the City Commission
FROM: Jimmy L. Morales, City Manager
DATE: June 9, 2016
SUBJECT: DRAFT NORTH BEACH MASTER PLAN



The purpose of this Letter to the Commission (LTC) is to transmit to the Mayor and Commission the Draft North Beach Master Plan Document.

The City's master plan consultants, Dover, Kohl and Partners presented the concepts of this draft to the City Commission at a workshop this past Tuesday, June 7th and to the public Tuesday evening at the North Shore Youth Center. The draft document is the first effort at a vision and direction for the North Beach community crafted with the input of over 1,000 members of the public who shared their thoughts and desires through email, phone calls, postings on websites and through numerous public input opportunities.

It is important to note, this is just the first draft of the North Beach Master Plan. The message contained in the document will be refined and additional revisions will be made with continued input from the Commission and City staff, as well as through additional public input opportunities. It is anticipated the continued input will result in a finalized North Beach Master Plan ready to present to the City Commission for approval this upcoming Fall.

If you wish to share the document with anyone, or if a member of the public calls your office requesting a copy, the document can be downloaded from the Master Plan project website at www.PlanNoBe.org under the "Resources" tab.

Should you have any questions regarding the draft plan, please contact Jeff Oris at (305) 673-7577 x6186.

Attachment: Draft North Beach Master Plan

C: Kathie Brooks, Assistant City Manager
Susanne Torriente, Assistant City Manager/Chief Resiliency Officer
Max Sklar, Tourism, Culture, and Economic Development Director
Jeffrey Oris, Economic Development Division Director

DRAFT

NORTH BEACH MASTER PLAN



The North Beach Master Plan

was created by:

MIAMI BEACH

The City of Miami Beach City Commission

**The Mayor's North Beach Master Plan
Steering Committee Members:**

Marguerite Ramos (Chair)

Brad Bonessi

Carolina Jones

Nancy Liebman

Kirk Pascal

Betsy Perez

Daniel Veitia

DOVER, KOHL & PARTNERS
town planning

Dover, Kohl & Partners

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The Street Plans Collaborative

transportation

JSK Architectural Group

historic preservation

Goodkin Consulting

economic analysis

Chen, Moore and Associates

civil engineering

ARCADIS Engineering

resilience

... and hundreds of participants from the North Beach community!

Table of Contents

Chapter 1 - Background

Chapter 2 - Five Big Ideas

Chapter 3 - Action Steps

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Chapter 1

Background

Introduction	1.2
North Beach Neighborhoods	1.4
Looking Back... And Ahead	1.6
Previous Plans	1.10
Physical Conditions	1.12
Analysis Maps	1.13
Economic Analysis Overview	1.20
Public Process	1.29

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Introduction

Distinct Areas, Better Unified

The City of Miami Beach is one of the most popular tourist destinations in the world, attracting millions of visitors every year. The name immediately brings to mind visions of idyllic beaches, memorable architecture, and a unique pace of life. Many residents of Miami Beach have lived on the island for decades, and it is not uncommon to find families that have lived here for multiple generations. Residents of Miami Beach report cherishing the beach town character, while still enjoying the amenities and resources of a complete city. Most of the neighborhoods in Miami Beach are described as “very walkable,” according to the website WalkScore.com.

The three districts of Miami Beach (North Beach, Mid-Beach and South Beach), each have their own distinct character and identity. South Beach has become the hip and trendy part of Miami Beach and Miami in general. Mid-Beach consists of a blend of single-family to large-scale residences and tourist destinations. North Beach, by contrast, has seen a lot less development than Mid or South Beach, growing up organically, driven by the needs of its residents. As a result, the neighborhood is diverse, with a small town feel. Throughout this planning process, members of the community made it evident that they wanted to retain the “small town” feel, while developing strategically to remain economically competitive.

Study Area

The North Beach study area stretches west from the Atlantic Ocean to Biscayne Bay, and from 63rd Street north to the border with the town of Surfside on 87th Terrace.

The study area is characterized by a mix of single-family, multi-family, low and high rise condominiums, as well as a mix of neighborhood parks, a golf course, the North Shore Open Space Park, hotels, access to Biscayne Bay and two miles of beachfront.

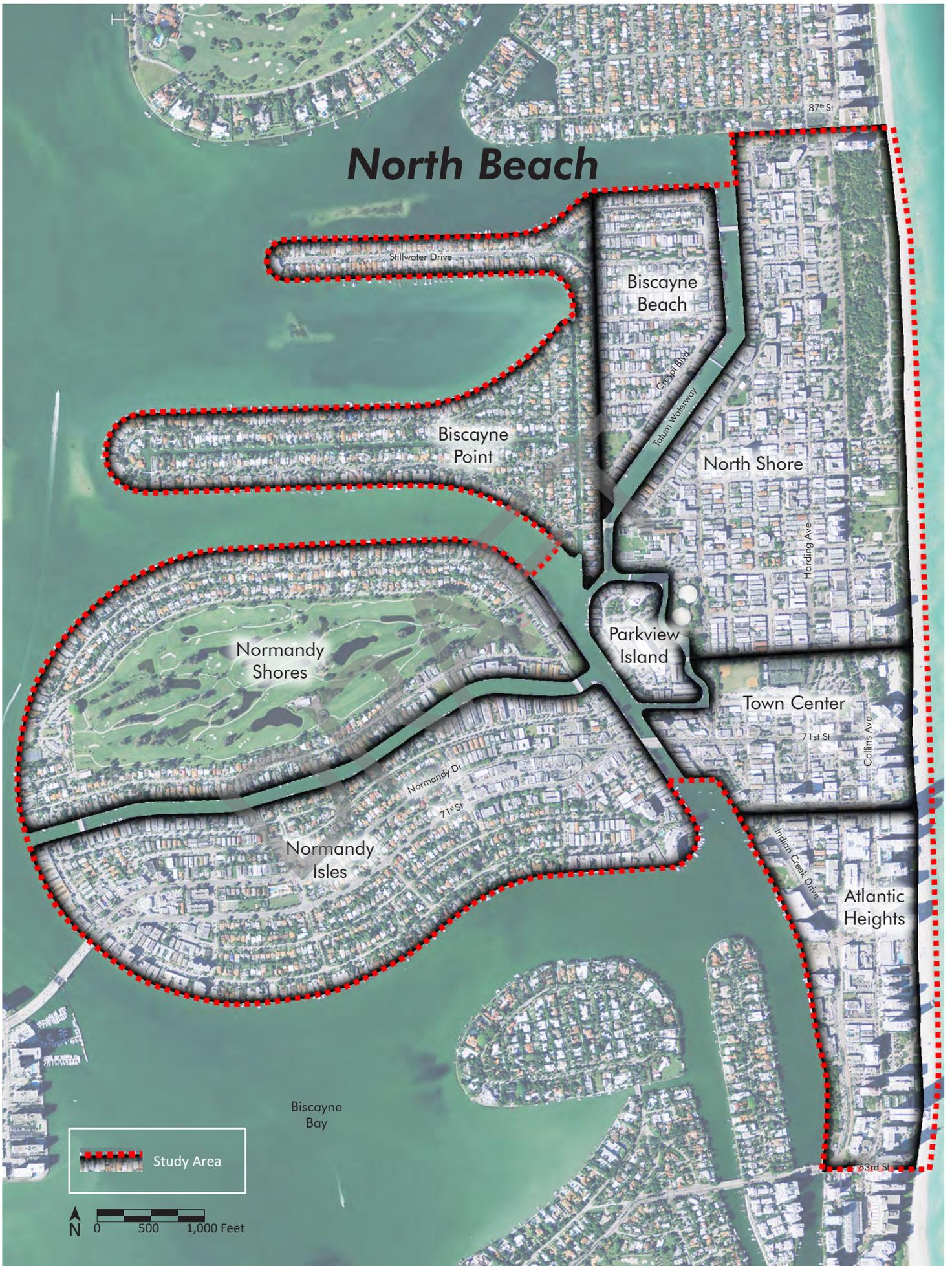
It includes the neighborhoods or sections known as Normandy Shores, Normandy Isles, Biscayne Point, Stillwater Drive, Biscayne Beach, North Shore, Altos del Mar, Ocean Terrace, and Parkview Island.

North Beach includes two National Register Historic Districts, the North Shore and Normady Isle Districts. It also includes the Resort District, the Harding Townsite, and Altos del Mar, which are locally designated historic districts.

Right: A map of the study area depicting its neighborhoods.
Below: A diagram illustrating the major park/open spaces, main transportation corridors and east to west, ocean to bay connections.



North Beach



North Beach Neighborhoods



Biscayne Point

Biscayne Point is composed of a gated community on the west side of Biscayne Beach.



Biscayne Beach

Biscayne Beach, known to some locals simply as “Crespi”, is separated from the North Shore by the Tatum Waterway. The eastern portion has already been nationally designated as a historic neighborhood, and is currently the subject of an effort to attain local historic designation as well.



North Shore

The North Shore neighborhood includes the North Shore Open Space Park, and runs from the Town Center to the northern border of North Beach at 87th Terrace.



Parkview Island

Parkview Island sits at the geographic center of North Beach, connected to the main island only by 73rd street and a pedestrian bridge on the north end. It is entirely composed of multi-family buildings.



Normandy Shores

Normandy Shores is the northern half of the Island of Normandy, with the Normandy Shores Golf Club occupying the center of the island.



Normandy Isles

Normandy Isles is the southern half of the Island of Normandy, composed mostly of single family homes, small apartment buildings, and low rise commercial spaces. The eastern waterfront is listed on the National Register of Historic Places, with efforts under way to attain local historic designation.



Town Center

The Town Center district runs from 69th Street to 73rd Street, from the ocean to Normady Isle. Composed mostly of commercial and civic spaces until now, the Town Center is intended to be the center of activity for North Beach.



Atlantic Heights

Atlantic Heights runs from the Town Center to the southern border of North Beach at 63rd Street. Atlantic Heights features a large concentration of high rise condominiums and historic hotels, and acts as a transitional district between the large scale of mid-beach development and the neighborhood scale of the North Shore neighborhood.

Looking Back... And Ahead

Going Way Back...

In May 1919, the platting of what would one day become North Beach began when prominent Miami Beach developers the Tatum Brothers formed the Tatum Ocean Park Company with the objective of developing Miami Beach's north shore. They would develop and sell six subdivisions named Altos del Mar, numbered one through six. Then in 1921, President Warren G. Harding ordered surplus government tracts of property between 73rd and 75th Streets be sold at auction. Meanwhile, private development continued as the Islands which would eventually come to be known as Normandy Isles were purchased in 1923 from AP Warner and the Mead Brothers for a quarter of a million dollars by the Levy and Grymzmish families. It took two years to make the island livable through dredging, planting, and constructing sea walls.

In 1924, the border of Miami Beach was expanded north to 87th Terrace. With this legal expansion, the construction of homes in the study area could commence, and North Beach finally began to rise out of the sand in 1925. This year marked the first construction in Altos Del Mar as well as Normandy Isles. There was a rush to build Hotel casinos (for bathing, not gambling), apartments, and single family homes. The 1926 hurricane slowed the growth, and the 1929 stock market crash effectively stopped building activity in North Beach.

Source: Altos del Mar Historic Preservation District Designation Report



Top Right: View of 63rd Street looking North, 1925

Right: Aerial Images of North Beach, 1941

Below: Normandy Fountain, 1925





Not So Long Ago...

North Beach began developing again after WWII, when the economic boom of returning service members resulted in a surge of building activity. Much of this was done in the style of tropical interpretation of modernism today known as Miami Modern (MiMo), forming the basis for future historic districts. Many architects contributed to this stylistic tone with their hotels and apartment buildings.

Melvin Grossman designed the Deauville in 1957, with participation from Morris Lapidus who also remodeled the Temple Menorah in 1962. Norman Geller designed both the Carillon Hotel and North Shore Bandshell. Harry Nelson designed the Days Inn (formerly Ocean Terrace Hotel), and the Baltic Hotel. Robert Swartburg built a number of apartment buildings on Normandy Isles, but was dwarfed by the prolific work of architects Gilbert Fein and Gerard Pitt, who collaborated on more than 135 buildings in the North Shore and Normandy Isles neighborhoods.

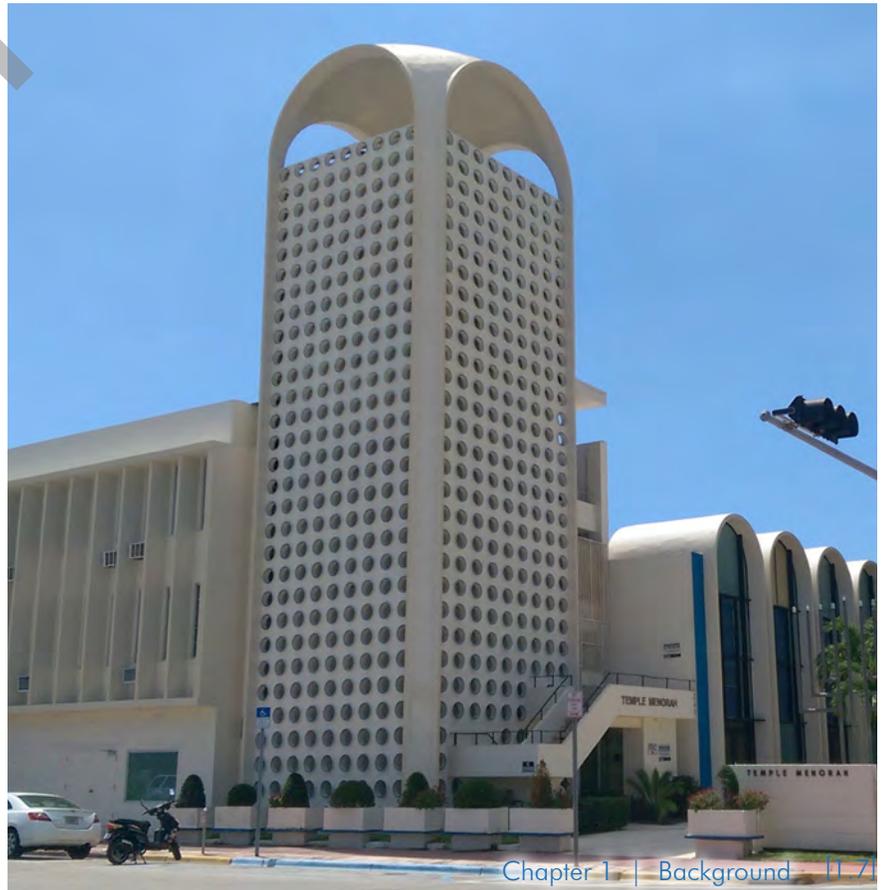
Source: North Beach Resort Historic District Designation Report



Top Left: Postcard for Miami Beach featuring the Deauville Hotel

Left: Composite of Aerial Images of North Beach taken in 1954

Below: Temple Menorah, Remodeled in 1962 by Morris Lapidus



More Recently...

The early development of North Beach set the foundation for the community we know today. In the 1970s, a large swath of the single-family residential structures known as the Altos del Mar 2 project, between 79th Street and 87th Terrace, were recommended for demolition in order to create additional park land on Miami Beach. Those blocks became what is now the North Shore Open Space Park.

In 1987, North Beach stakeholders obtained Local Designation for the remainder of Altos Del Mar, in order to prevent further demolition of the historic structures within Altos del Mar 1.

In 2008, 14 blocks of multi-family housing and commercial buildings on the east end of the island, mostly built in the style of Miami Modern, obtained National Register designation. In 2009, the majority of the North Shore neighborhood obtained National Register designation, a bold move to preserve the large stock of structures built in the Miami Modern vernacular. The issue of balancing historic preservation with new development is further detailed in chapter two of this report.



Top: A historic structure within the Altos Del Mar Historic District

Right: Normandy Fountain, a key feature of Henri Levy's Normandy Isles Plan

Below: Typical Garden Style Apartment in the North Shore area





Previous Plans

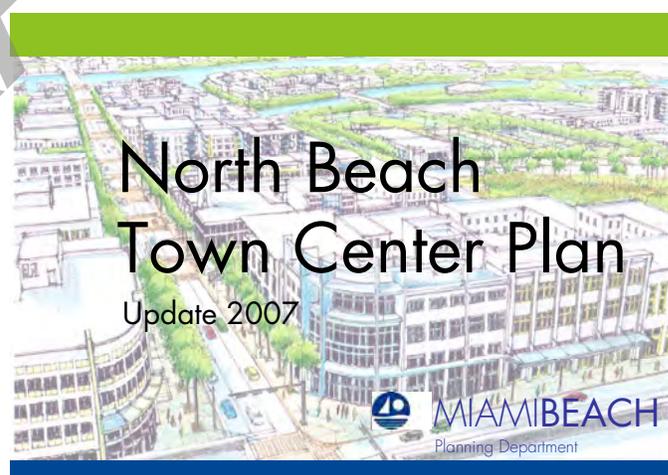
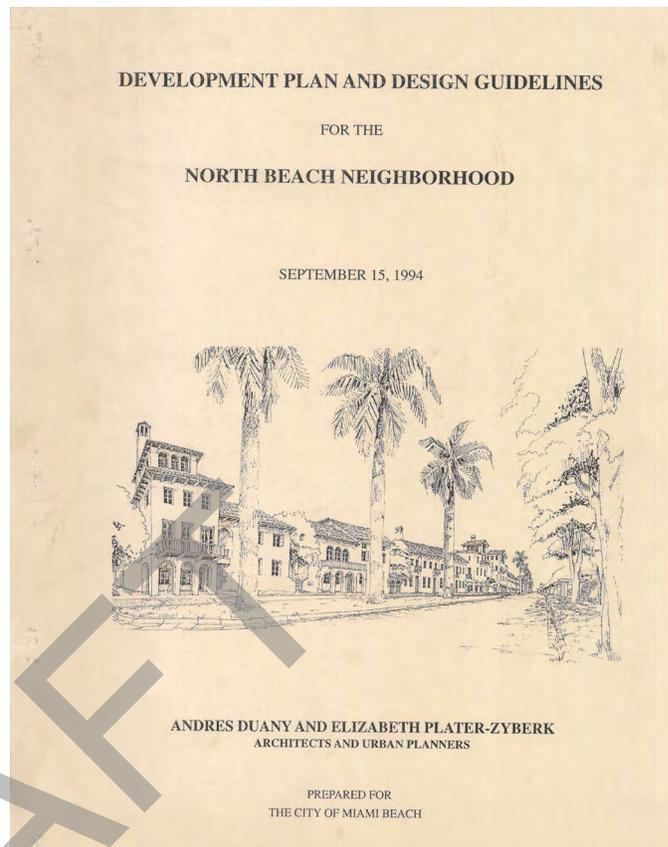
Over the last 25 years, several plans were created that present compelling ideas about how to revitalize the North Beach district. It is important to highlight some of the main points that have been proposed in the past, and that still have the potential today to improve the quality of life for the residents of North Beach.

In 1994, Duany Plater Zyberk (DPZ) created a Development Plan and Design Guidelines for the North Beach neighborhood, which sought to redevelop the area into a vibrant mixed-use community. This plan included the idea of creating the North Shore Youth Center, which was completed in 2004. The plan also included the concept for turning Collins and Harding avenues into two-way streets, with three story multifamily residential rowhome development on the West Lots. The thought was that “development of an active urban edge on Collins overlooking the park can contribute greatly to residents’ use of it and to safety in adjacent public space.” This plan had community support but failed to materialize due to lack of agreement with the Florida Department Of Transportation (FDOT) on the traffic plan.

In December 2003, The North Beach Town Center Master Plan was completed after extensive public input, including a charrette. The Master Plan envisions a revitalized Town Center along 71st Street stretching north to 72nd Street and south to 69th Street, with active street level retail, restaurant and cultural uses as well as significant new office and residential uses on upper floors. A public garage is recommended to provide adequate parking as street level parking is not sufficient to support envisioned activities. A second charrette was held so that this document could be updated in 2007.

In August 2007, The Coastal Communities Transportation Master Plan (CCTMP) was prepared as a joint effort between most of the coastal barrier communities between Miami Beach and Aventura. The purpose of the plan was to “produce short, mid, and long term multi-modal solutions to transportation issues on a sub-regional basis.” The plan includes a lengthy list of recommended actions, many of which have already been accomplished. Many recommended projects are still viable ideas, such as:

- Water taxis
- Enhanced bus amenities
- Enhanced bike / pedestrian / transit linkages, including consolidating the existing 14 Miami Beach bus routes into one local and one express route, running North/South, connected to East/West bus service
- Advanced parking management systems



In 2007, the City of Miami Beach developed a concept plan for what is now known as the Town Center, elements of which are further detailed in the Town Center section of this report. A number of the key concepts contained within this plan have been repeated often in the recent public input workshops; the lack of implementation for many of these concepts has often been the source of resident frustration. Some of these ideas include:

- Relocation of the library to a more central location
- Inclusion of more mixed use projects
- The potential for public plazas on a new 71st St.
- Complete streets with pedestrian and bicycle improvements that make the area more attractive for non-motorized transportation
- The inclusion of cultural amenities that would serve to drive restaurant and retail patronage.

In 2014, Mayor Philip Levine created the Mayor’s Blue Ribbon Panel on North Beach, composed of North Beach residents, and property and business owners who were eager to push in to action the revitalization of North Beach. They met twice a month at the Normandy Shores Golf Club to discuss a wide range of North Beach revitalization issues. One of the panel’s first recommendations was that a Request for Proposals be issued for the creation of a North Beach Master Plan, so as to chart a path forward for revitalization throughout the North Beach district.

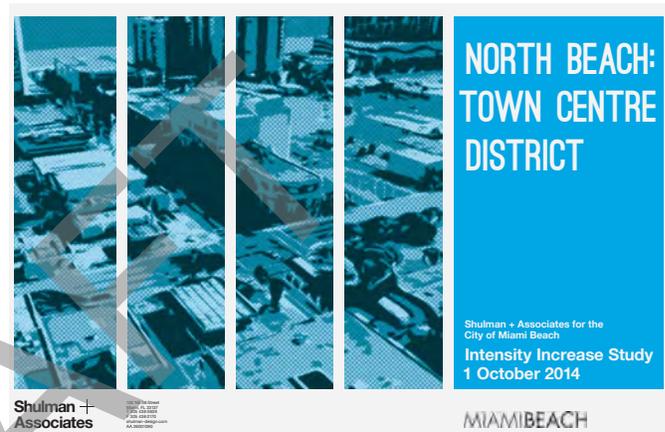
In July 2014, Shulman & Associates was commissioned with studying and modeling the potential up-zoning and height increases within the Town Center as well as Ocean Terrace; these studies are based on the recommendations of the Blue Ribbon Panel. The report was delivered in October 2014, and was a powerful tool; as it enabled the city to visualize what different levels of additional FAR and height could look like.

In December 2014, the North Beach Revitalization Strategies Plan was adopted by the City. This plan did not envision a major re-design of North Beach with expansive alterations to zoning. Rather, it outlines projects and programs that could potentially lead to a North Beach that will become more livable and vibrant. The document also contains recommendations for longer term efforts that will require additional study and planning, and much longer time frames for implementation.

In 2014, the Blueways Master Plan was completed by the City for the purpose of better connecting its people and waterways in a manner that offers diverse recreational, environmental, placemaking, and quality of life opportunities. For North Beach, specific proposed Master Plan improvements included the review of street ends

for kayak launches, and the development of waterfront pocket parks and watercraft facilities at 6 locations. These improvements could include the following elements as determined suitable for specific locations:

- Living shorelines
- Mangrove habitats
- Kayak/SUP launches
- Pedestrian promenades
- Sea Level Rise adaptation
- Signage and branding.



Physical Conditions

North Beach

The North Beach district is characterized as a mixture of different neighborhoods, of varying scales, ranging from the dense Hotel district along Collins Avenue, to the mixed-use area known as the Town Center. The single family neighborhoods of Normandy Isles, Normandy Shores, and the mixed single and multi-family areas of North Shore, Biscayne Beach, Altos del Mar and the Harding Townsite also contribute to the character of North Beach.

North Beach also offers recreational opportunities, including access to the Ocean, Biscayne Bay and various waterways. The North Shore Golf Club, and a number of neighborhood parks, including the North Shore Open Space Park, which is the last park on Miami Beach that is reminiscent of the native flora that were found on the barrier island prior to development, are examples of other areas of recreation.



Collins Avenue within the Resort district between 65th and 67th Streets



Single family home in Normandy Isles



Tatum Waterway



Beach access



Diversity of heights and styles



A large stock of Miami Modern (MiMo) structures

Analysis Maps

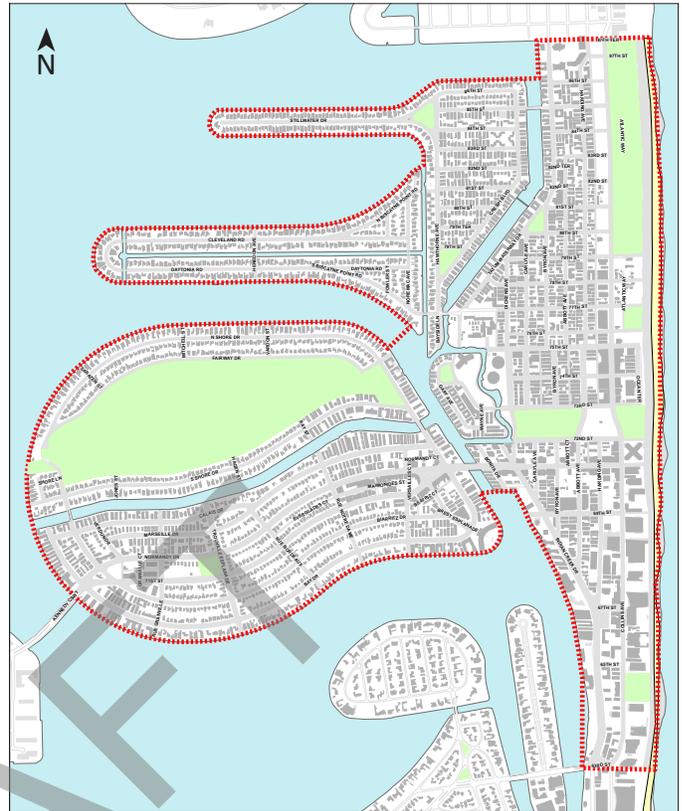
Existing Conditions

- ■ ■ Study Area Boundary
- Existing Buildings
- Parks/Open Space

North Beach is characterized by a mix of single-family homes, townhouses and multi-family residences, with pockets of commerce along Collins Avenue, 71st Street, and Normandy Drive. The layout of the blocks and streets and density of construction in the area is more akin to an urban condition than a sleepy resort town one would expect to find in a beach community.

North Beach has almost two miles of beach, an 18-hole golf course, and the 36 acre North Shore Open Space Park with the only remaining coastal tree hammock in the City.

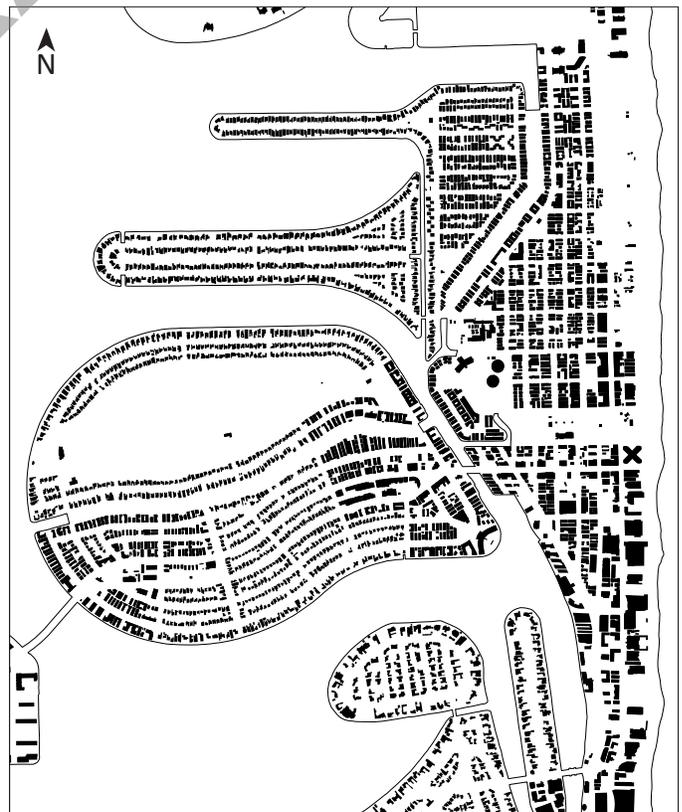
Most residences in the area are within a five minute walk to Biscayne Bay or the Atlantic Ocean, which makes this a desirable location for people seeking a beach community lifestyle.



Building Footprints

- ■ ■ Study Area Boundary
- Existing Building Footprints

The study area is densely covered by buildings. There are few remaining unbuilt parcels, which makes building new construction projects a challenge due to existing parking requirements, relatively small lots, and the low Floor Area Ratio allowed under the current zoning designations.





FEMA Flood Zones

- X - Areas outside the 0.2% annual chance floodplain.
- X-500 - Areas of 500-year flood
- VE-10 - Coastal flood zone with velocity hazard (wave action; base flood elevation 10 ft)
- VE-11 - Coastal flood zone with velocity hazard (wave action; base flood elevation 11 ft)
- AE-8 - Base Flood Elevation 8 Ft
- AE-9 - Base Flood Elevation 9 Ft
- AE-10 - Base Flood Elevation 10 Ft
- Open Water - Water Bodies

The majority of the study area, generally west of Collins Avenue, is within what the Federal Emergency Management Agency has determined to be a special flood hazard area subject to inundation by the 1% annual chance flood. These are the areas labeled AE. The Base Flood Elevation is generally 8 feet and goes up to 9 and 10 feet heading west towards North Bay Village.

The areas between Collins Avenue and the Beach are outside the 0.25 annual chance floodplain, but could experience 500-year floods. The areas labeled VE are areas that are vulnerable to storm surges, or wave action produced by tropical storms.



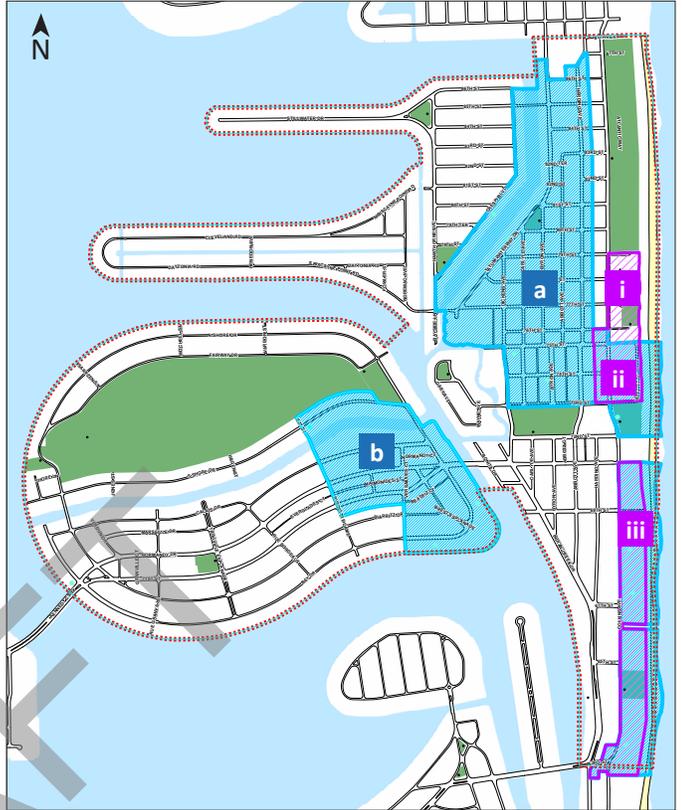
Topography

- ■ Study Area Boundary
- Elevation (Feet)
- 0.00 – 2.50
- 2.51 – 4.50
- 4.51 – 7.50
- 7.51 – 12.50
- 12.51 – 31.00

The ocean side of North Beach, east of Collins Avenue, is generally higher in elevation than the Bay side, due to natural dune formation. The Altos del Mar Park area, just north of 75th street between Ocean Terrace and Collins Avenue is one of the highest points in Miami Beach.

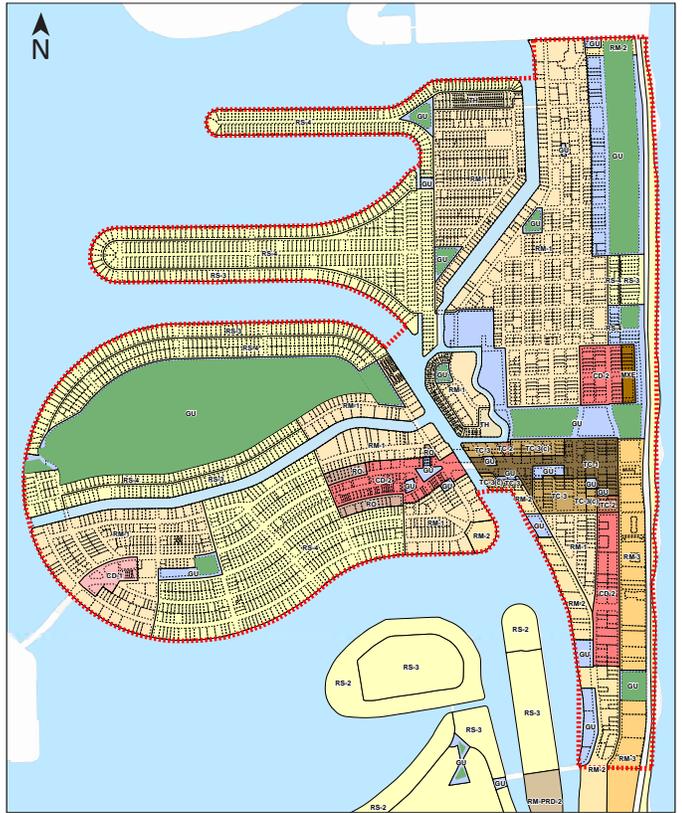
Local and National Historic Districts

- ■ ■ Study Area Boundary
- National Register District
- Local Register Districts
- a North Shore National Register District
- b Normandy Isles National Register District
- i Altos Del Mar Historic District
- ii Harding Townsite Historic District
- iii North Beach Resort Historic District



Zoning Map

- ■ Study Area Boundary
- Zoning
- RS-2 Single family residential
- RS-3 Single family residential
- RS-4 Single family residential
- TH Townhome residential
- RM-1 Residential multifamily, low intensity
- RM-2 Residential multifamily, medium intensity
- RM-3 Residential multifamily, high intensity
- CD-1 Commercial, low intensity
- CD-2 Commercial, medium intensity
- MXE Mixed use entertainment
- GU Civic and government use
- RM-PRD-2 Multifamily, planned residential development district
- RO Residential office
- GC Golf course
- TC-1 North Beach Town Center core
- TC-2 North Beach Town Center mixed use
- TC-3 North Beach Town Center residential/office
- TC-3(c) North Beach Town residential/office with conditional neighborhood commercial

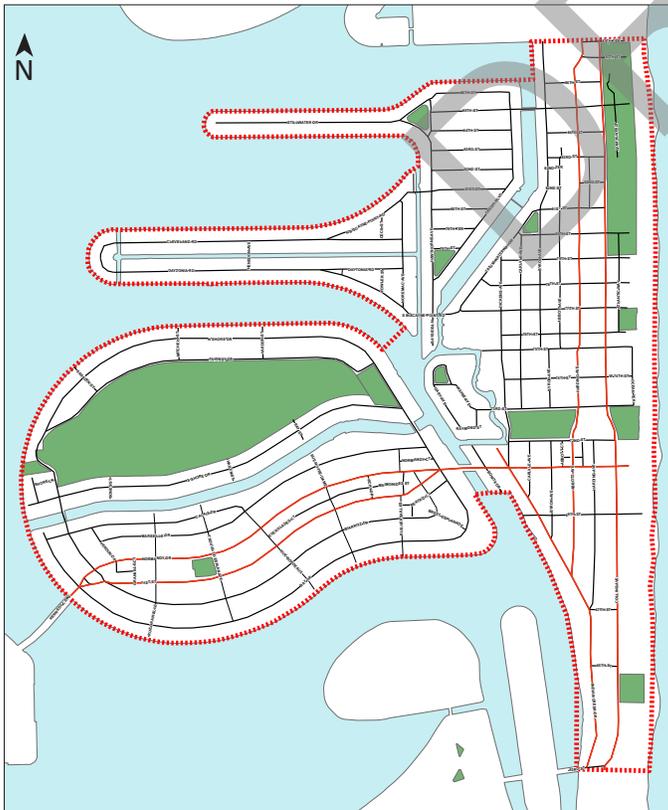




Five-Minute Walking Circles

- ■ ■ Study Area Boundary
- ↗ Quarter Mile (Five-Minute Walking Distance)
- Existing Buildings
- Parks/Open Space

The five minute-walking circles illustrated on the map are equivalent to roughly a 1/4 mile, which is typically the average distance that people are willing to walk before they consider using another mode of transportation. One could walk the length of the study area from 63rd Street to 87th Street in about 20 minutes and from the ocean to the bay in approximately five minutes, key elements that make this a very walkable community.



Street Network

- ■ ■ Study Area Boundary
- Primary Thoroughfares
- Street Network
- Parks/Open Space

The majority of streets in North Beach are locally serving and operated by the City, but controlled by Miami Dade County. These roads intersect the primary thoroughfares, including Normandy Drive, 71st Street, and Collins and Harding Avenues, which are controlled by Florida Department of Transportation.

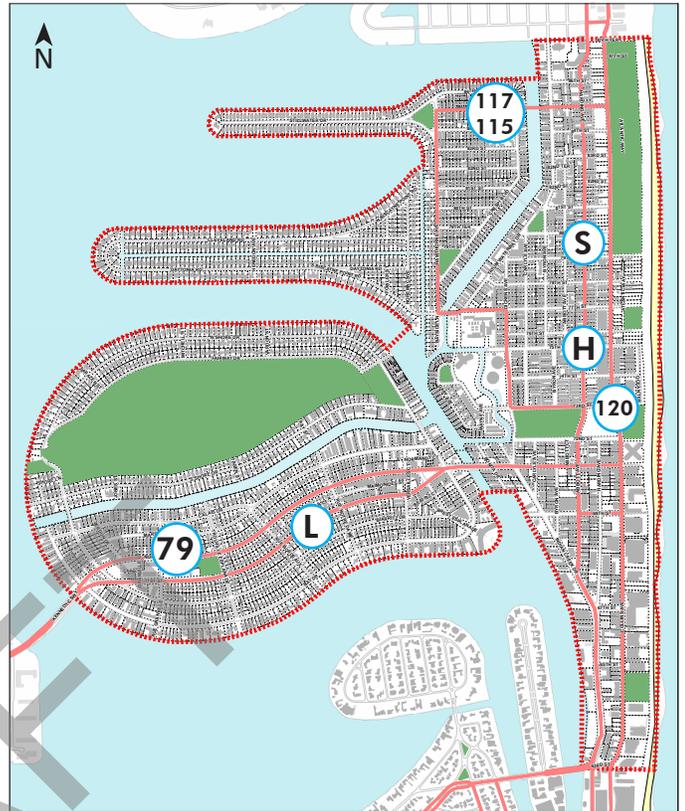
As part of resilience measures that the City plans to implement, all of these roads will be raised. This topic is further explored in the Build To Last section of this report.

Bus Routes

-  Study Area Boundary
-  Existing Buildings
-  Parks/Open Space
-  Bus Routes

North Beach is generally well served by public transit that is operated by Miami Dade County Transit. There are routes that connect beach dwellers and commuters to the main land, such as the 79, which provides connections to Metrorail, as well as the 120 and S, that travel to Downtown Miami. Routes 117 and 115 provide connections between South, Mid and North Beach.

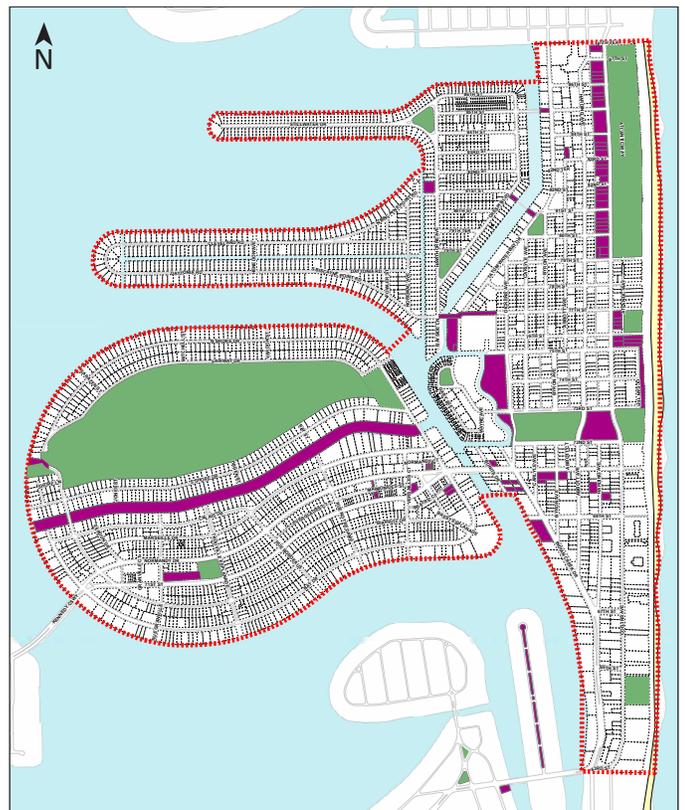
In 2015, the North Beach Trolley was initiated as a free circulator that largely follows the main bus routes illustrated within North Beach; the Trolley service ends at 63rd Street and the bridge to North Bay Village.



City-Owned Properties

-  Study Area Boundary
-  Parks/Open Space
-  City Owned Properties

The City of Miami Beach owns several surface parking lots in the study area, including the 72nd Street parking and the West Lots, which are the last strip of vacant contiguous lots available in the City, and are currently used mostly for parking. The City also owns a number of civic and recreational sites including the North Beach Library branch, the North Shore Youth Center, the UNIDAD Senior Center, the Byron Carlyle Theater, currently being leased to O Cinema, North Shores Golf Course, Allison Park and North Shore Open Space Park.



Scale Comparisons

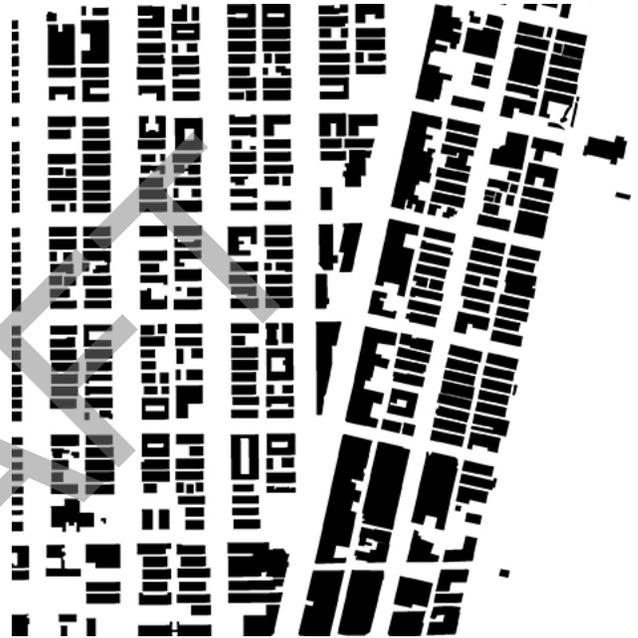
The urban grids below, all drawn at the same scale for comparison, serve to put in context the overall scale and size of the study area. While North Beach is moderately dense, many of the buildings are detached but have narrow spaces between them.

Nearly all buildings in Miami Beach are street oriented,

however, significant voids within the street grid of North Beach, present incredible opportunities for development or re-purposing of uses. The orientation of buildings to the street and short distances to the water contribute to the distinct walkable and compact character of the beach.



North Beach Town Center



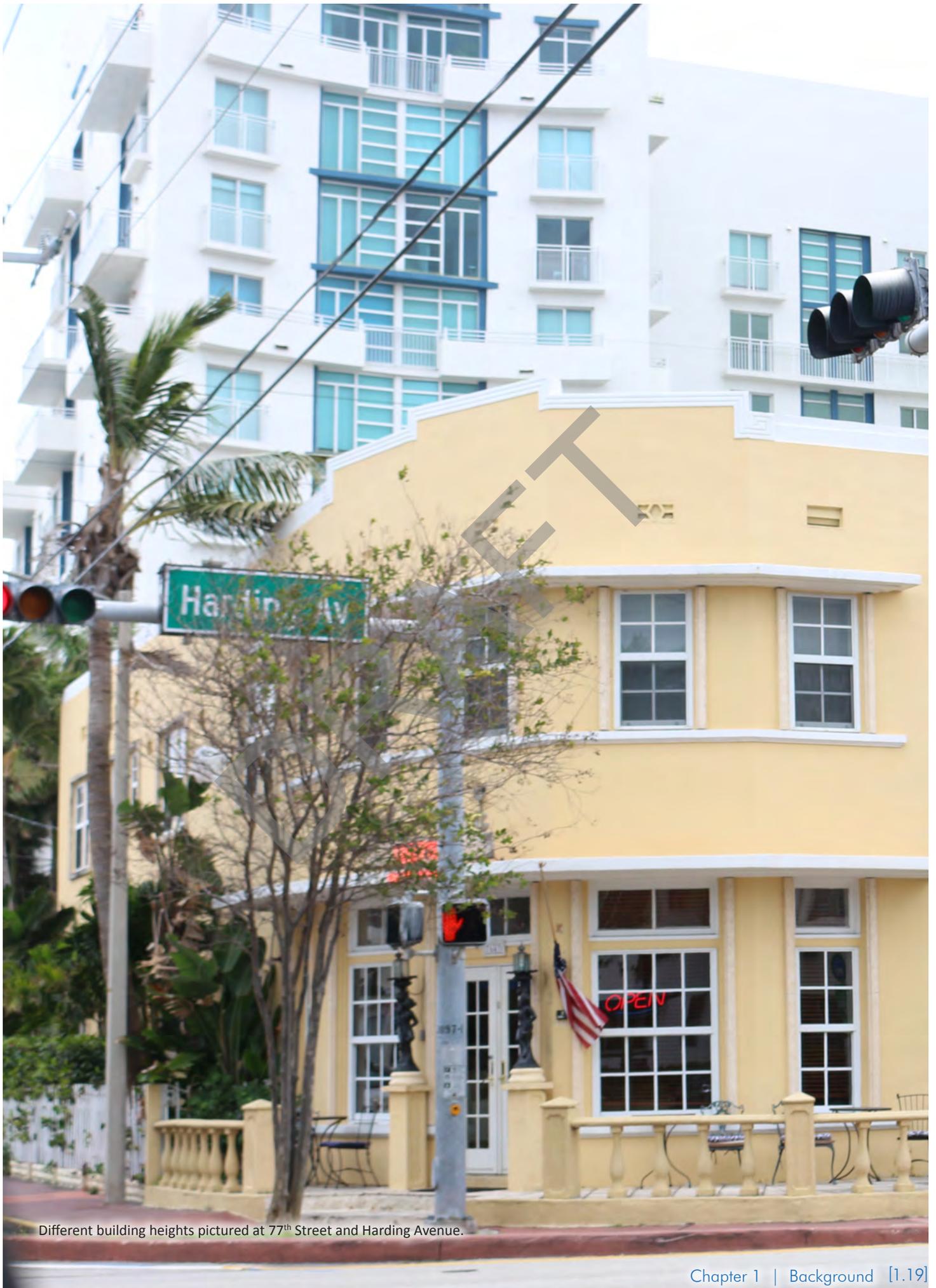
South Beach



Seaside, Florida



Barcelona, ES

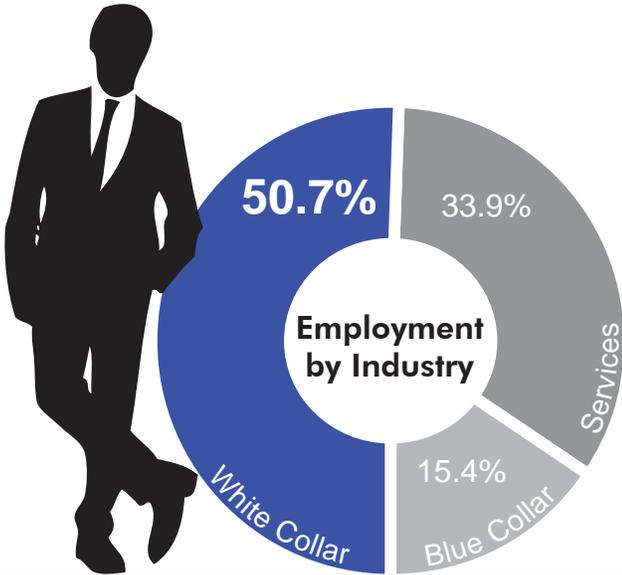


Different building heights pictured at 77th Street and Harding Avenue.

Economic Analysis Overview

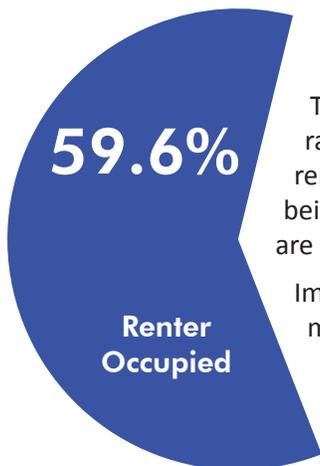
Goodkin Consulting performed an analysis of existing demographic and economic conditions within North Beach, as well as an overview of the residential and commercial markets within neighborhoods.

Demographic Profile



The demographic profile by age indicates that 14% of residents in the study area are between 25- to 34-years old. This group is characterized as the renter group, as this group has been priced out of the ownership market.

The median age for the area is 41.8. Meanwhile the largest age group, at 21.8%, is the population over the age of 55.



The percentage of owners to renters for the area is 21.1% vs. 59.6%. The ratio is opposite of the national trend which is 64.9% owners vs. 35.1% renters. While the census housing profile indicates that 18.3% of properties being vacant, the figure seems high, and may be indicative of properties that are owned as second homes or seasonal rentals.

Immigration rates will also play a role in rental demand. Immigrants are more likely to rent than own and tend to concentrate in certain “gateway” metropolitan areas such as Los Angeles, New York, Miami and Houston.

Source: Goodkin Consulting, 2016



More than a quarter of residents in North Beach are renters who earn between \$25,000 to \$35,000.



44.1% of households have incomes below \$25,000. Under federal affordable housing guidelines, families should not spend more than a third of their income on housing, which equates to roughly \$667 per month (This is lower than the average of \$833 per month that low income households can afford according to Miami Dade County standards).

With respect to household incomes, the **largest percentage** is **lower than \$15,000 per year** (highest is 28% in Normandy Isles).

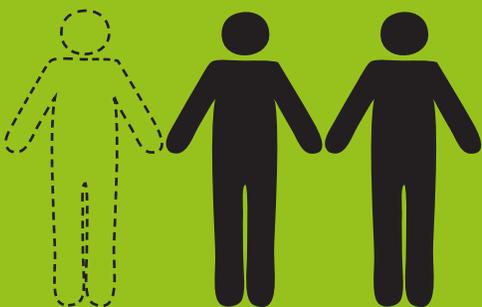


The *second* largest income group is \$15,000 to \$25,000.



Per Capita Income in North Beach is estimated at \$22,253, compared to \$46,011 for the rest of Miami Beach.

Similarly, median household income in North Beach is estimated at \$28,848, compared to \$43,427 for Miami-Dade and \$38,410 for the rest of Miami Beach.



There is a net loss every year of more locals moving out of the county than moving in.

The only thing that accounts for population increase is the **average net immigration** (people moving from outside of the county into the area) increase of **48,645**.

That keeps the actual average population per year (2011–2020) at **32,155**, which is consistent with all the previous growth rates of the county.

Source: Goodkin Consulting, 2016

North Beach is a re-emerging neighborhood in Miami Beach.



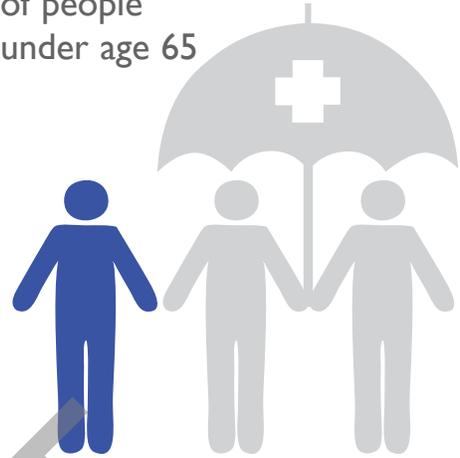
44.1%

of individuals
live below **poverty level**
in North Beach

**based on 2010-2014 data*

31.9%

of people
under age 65



are **WITHOUT**
HEALTH INSURANCE
in Miami Beach

**based on 2010-2014 data (This number may not reflect post Affordable Care Act figures)*

ABOUT

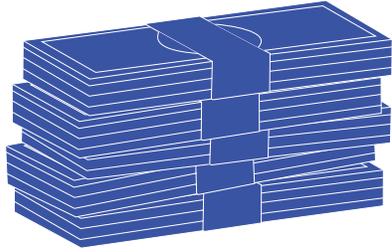
29,392

PEOPLE LIVE IN NORTH BEACH

**based on 2010 US Census data*

ABOUT

\$31,890



Median Household Income in North Beach

**based on 2008-2012 data*

Florida: \$47,309 • US: \$53,046 • N Beach \$31,890

North Beach is the northernmost section of Miami Beach, roughly bounded by 63rd Street to the south and 87th Terrace to the north, and between the Atlantic Ocean to the east and Biscayne Bay to the west.



TRAVEL TIME
to work
in North Beach

**based on 2008-2012 data*



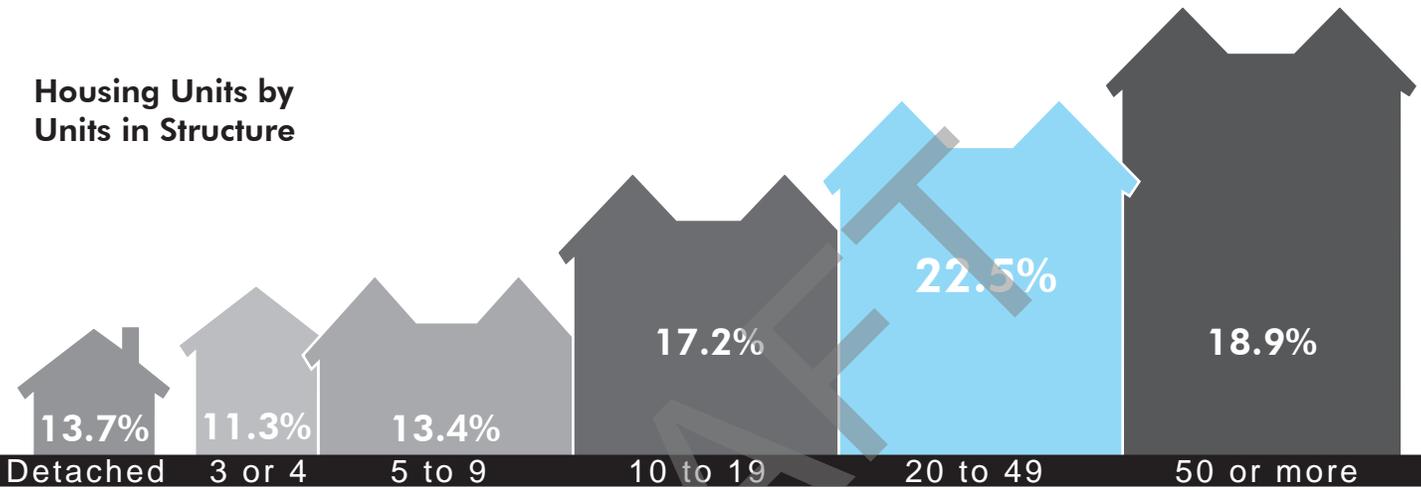
Florida: 25.8 • US: 25.4

Residential Market

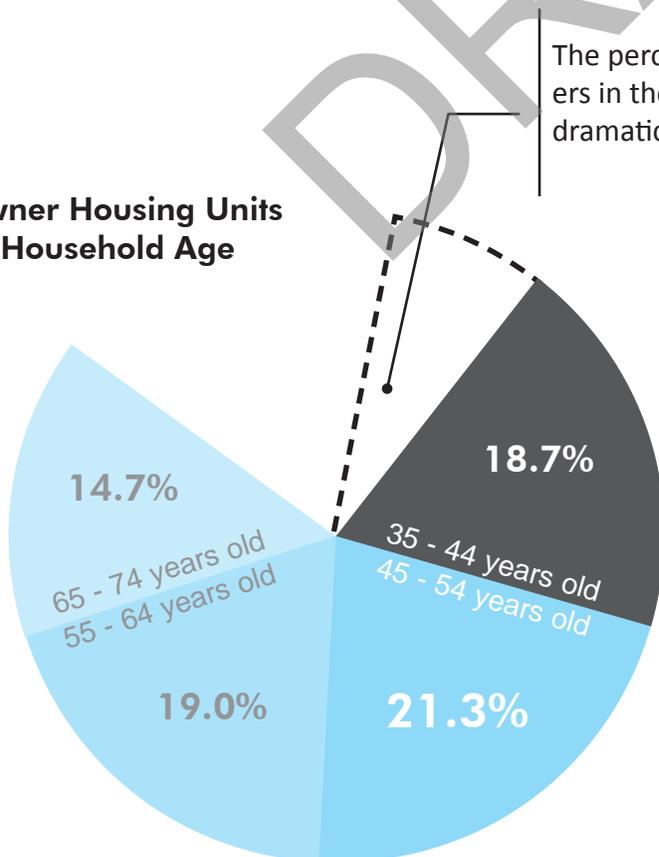
Miami-Dade remains primarily a renter's market due to generally lower incomes for working-class residents. Accordingly, low apartment vacancy and steady rent growth will persist in the near future while demand drivers continue to strengthen.

With respect to rental apartments, the county-wide vacancy rate was expected to rise 80 basis points in 2015 to 3.9% as construction picks up.

Housing Units by Units in Structure



Owner Housing Units by Household Age



The percentage of homeowners in the 25-34 age group is dramatically low at 7.6%.

The percentage of housing units owned by the **age group from 45 to 74** is the highest at **55%**, with **18.7%** owned by **Generation X (35-44)**.

Homeownership for these age groups are highest in the Biscayne Point, Stillwater Drive, the resort district, Normandy Isles and Normandy Shores areas.

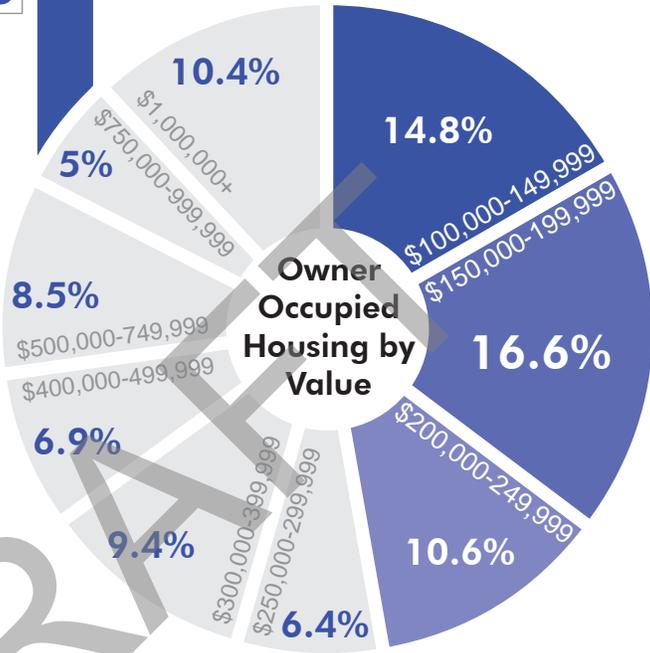
Source: Goodkin Consulting, 2016



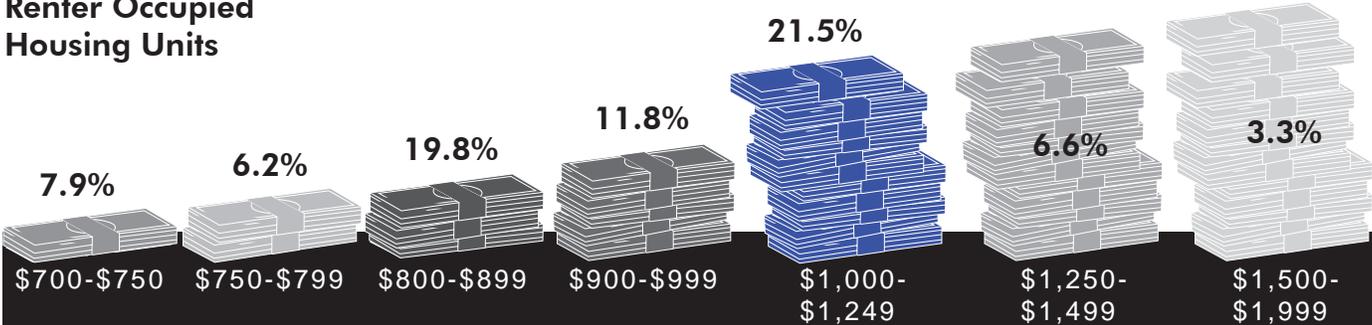
The median price of an existing single-family home rose 21% over the past year to \$248,000, a level that is affordable to households earning a minimum \$63,400 annually. Households earning the current median household income can afford homes priced at roughly \$170,000.

Housing values in North Beach **below \$250,000** represent **42%** of all owner occupied housing.

However, the Biscayne Point and Stillwater Drive areas have **only 19.3% below \$250,000**, but **63.6% over \$500,000**.



Renter Occupied Housing Units



Countywide properties built since 2000 were commanding an average effective rent of \$1,449 per month at mid-2015. By comparison, the average new unit effective rent in the Downtown Miami/South Beach submarket advanced to \$2,075 per month in the second quarter, or \$2.03 per square foot.

The market remains on course for a 6.5% increase in the average effective rent this year to \$1,331 per month.

Source: Goodkin Consulting, 2016

Commercial Market

In existing conditions, the retail market in North Beach lags behind both Miami-Dade and Miami Beach in a number of metrics.

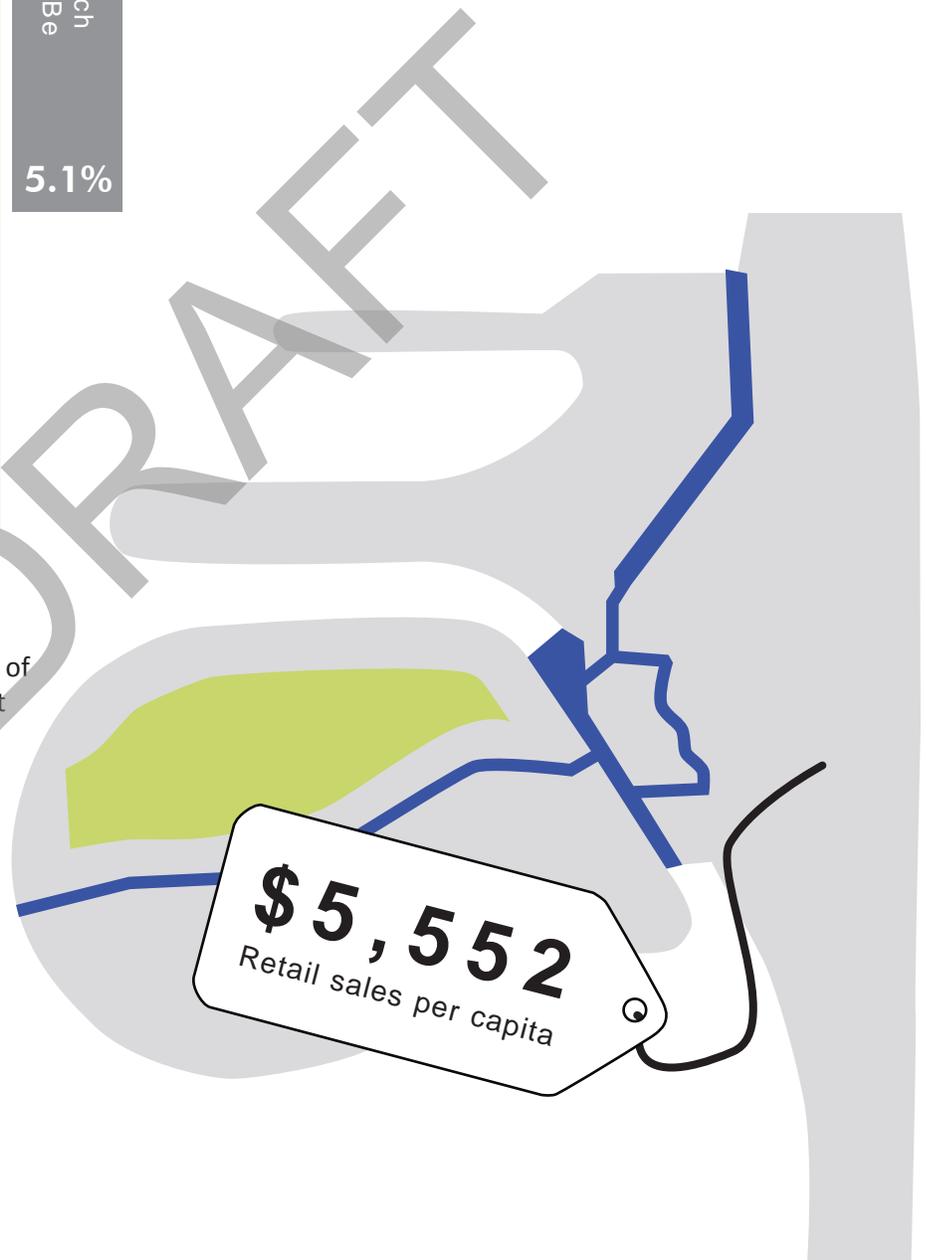


As of the 3rd Quarter 2015, the vacancy rate for retail space in North Beach is estimated at 9.3% and above 10% if only speculative space is considered.

By comparison, the vacancy rate for retail in Miami-Dade is estimated at 3.4% and 5.1% for the rest of Miami Beach.

The North Beach district has 27.5% of the population for Miami Beach, but only 7.4% of retail sales. This reflects a lack of available retail to serve the low and moderate income households in the study area.

Retail sales per capita is estimated at \$5,552 in North Beach, compared to \$12,759 for Miami-Dade, and \$26,522 for the rest of Miami Beach.



Source: Goodkin Consulting, 2016



A grocery store and drug store is in demand for North Beach

In existing conditions, the demand potential/supportable square feet for retail in North Beach is estimated at +77,000 square feet. This includes +39,000 square feet for convenience retail such as grocery stores and drug stores; +15,000 for restaurants; +16,000 for apparel, furniture and miscellaneous retail; and +7,000 for miscellaneous services such as hair and nail salons, doctors' offices and other personal services.

The demand potential/supportable square feet estimates in the existing conditions scenario assume that a portion of this new retail demand includes absorption of existing vacant space, as well as support for a reposition of existing tenants that may shift out of the market as rental rates increase to more stabilized levels. It also takes into consideration the lack of land available for new development in North Beach.

Supportable Square Feet (based on retail sales in the area)

Convenience Goods	2015	2020	Change
Food & Beverage Stores	80,644	95,909	15,265
Health & Personal Care Stores	124,564	148,149	23,585
Food Services & Drinking Places	78,086	92,871	14,785
Convenience Goods Subtotal	283,294	336,929	53,635
Comparison Shopper Goods			
Furniture & Home Furnishings stores	7,575	9,009	1,434
Electronics & Appliance Stores	9,443	11,231	1,788
Clothing & Clothing Accessories Stores	16,079	19,124	3,044
Sporting Goods, Hobby, Book, & Music Stores	10,751	12,786	2,036
Department Stores	22,476	26,731	4,256
Miscellaneous Store Retailers	6,540	7,778	1,238
Building Material & Garden Equipment	14,094	16,763	2,669
Comparison Shopper Goods Subtotal	86,957	103,421	16,464
Total Non-Auto Retail Sales	370,251	440,350	70,099
Non-Retail Services @ 10%	37,025	44,035	7,010
Total Supportable Retail Space	407,276	484,385	77,109

Source: Goodkin Consulting, 2016



Stakeholders were introduced to some initial urban design concepts at the February 11th Hands-on event

Public Process

Designing in Public

The best plans are those that reflect the wants and needs of the community. Direct community input shaped the ideas and recommendations found in the North Beach Master Plan. The public process began in November 2015, with a kick-off session to introduce the community to the project and the consultant team. The design process centered around a charrette, an intensive, open planning process that combines hands-on community brainstorming with “designing in public.” In February 2016, the team set up a week-long Open Design Studio at the Byron Carlyle Theater. The team met with over 1,000 interested residents and stakeholders over the course of a week including property owners, neighbors, merchants, developers, environmental specialists, historic preservationists and community leaders.

Charrette Preparation

Dover, Kohl & Partners began the planning process by gathering base information and studying the existing physical and economic conditions of the area, including reviewing previous plans and studies and becoming familiar with the City’s regulatory documents. A series of analysis maps were created in order to better understand the existing conditions.

Public Outreach

A key element in preparing for the charrette was generating public awareness. City staff spread the word about the North Beach planning process through bilingual save the date cards, e-mail blasts, news articles both online and in print, flyers, public notices, updates on the City’s website, and extensive use of social media outlets such as Facebook and Twitter.

Project Kick-off

In the months leading up to the charrette, the Dover Kohl team engaged a variety of stakeholders. The team met with long-term residents, City staff, and met with every member of the steering committee, gathering input from all sides. The meetings and interviews helped the team to better understand the dynamics and developmental factors of North Beach and gain full appreciation for the challenges facing the community.

The November 2015 kick-off session, held at the North Shore Youth Center, attracted over 150 residents, all of whom were interested in learning more about the project and providing their input throughout the duration of the planning process. The project kick-off was widely covered by media outlets, including the Miami Herald and Miami New Times.



Residents gathered at the kick-off meeting on November 23rd, 2015



Stakeholders rode the school bus to tour the area on January 30, 2016

Bus Tour

To fully gain an understanding of the study area, the team embarked on a series of tours, exploring North Beach via different modes of transportation.

On January 30, 2016, the City of Miami Beach organized a trolley tour through the study area, where the consultant team and members of the community learned more about the context and history of North Beach, and the neighborhood’s vision for the future. The three hour long tour was streamed live and recorded, and can be found on the www.PlanNoBe.org website

Charrette

Hands-on Design Session

On Thursday, February 11th at the UNIDAD Senior Center, the team held the Hands-On Design Session, an important part of the charrette process. The team presented to a full room, with over 220 members of the community, local stakeholders, city officials and media representatives attending for an evening presentation and design sessions.

Jeff Oris, Economic Development Director and project manager for the North Beach Master Plan at the City of Miami Beach, provided an introduction to the planning process, and the role of public involvement in creating a plan tailored to the needs of the community. Dover Kohl principal Jason King, and project director Hernan Guerrero, discussed the team's goals, what they hoped to achieve over the course of the charrette, and what efforts were already in progress. Victor Dover presented background information on traditional town building, describing many of the goals of urban design in a "Food for Thought" presentation. The team also addressed the issues of resilience, a concept on the minds of many members of the community.

The presentation included audience polling, using keypad devices, to gauge the priorities of the audience, with real-time results displayed on the screen. Questions ranged from simple demographic queries, to finding out who was in the room, to more complex discussions of land use, walkability, and how the Master Plan might eventually be adopted.

A community image survey showed images from around Miami Beach, as well as some peer communities around the country. People were asked to rank each image as "Love it", "Hate it", or "No Opinion." The results of the survey helped give the design team a sense of the types of places residents would like to see more of in North Beach.

The event continued with a briefing to explain the goals for the table session portion of the evening, introducing participants to the base maps, and setting ground rules. Working in small groups of eight to ten people, participants gathered around tables to draw and share their varied ideas for the future of North Beach.

What is a Charrette?

Charrette is a French word that translates to "little cart." At the leading architecture school of the 19th century, the École des Beaux-Arts, students would be assigned a tough design problem to work through under the pressure of time. They would continue sketching as fast as they could, even as little carts carried their work away to be judged and graded. Today, "charrette" has come to describe a rapid, intensive and creative work session in which a team focuses on a particular design problem and arrives at a collaborative solution. Charrettes are product-oriented. The public charrette is fast becoming a preferred way to face the planning challenges confronting American communities, encouraging all the voices in the room to have their say.



Jason King presents the week's agenda at the hands-on design session held at the Unidad Senior Center on February 11th



Nearly 250 members of the community filled the room and participated in the hands-on session

Residents also ranked their overall priorities, determining what was most important to them. Sixty-one members of the community said that they wanted to prioritize adding retail and entertainment into the community, and fifty-nine wanted to create walkable, bikable places. A member of the design team or City staff was present at every table to hear discussions and help facilitate the conversation.

At the end of the session, a spokesperson from each table presented their table's map and big ideas to the entire assembly. Numerous ideas emerged. Some of the big ideas mentioned repeatedly include focusing on developing the Town Center, a redevelopment of the 72nd Street parking lot, improving access to the beach, and streetscape and mobility improvements.

In addition to the table maps and group presentations, participants were asked to fill out an exit survey and "one word" cards as an additional way to express their ideas, hopes and visions for North Beach.

CitiBike Tour

During the week of the charrette, the team conducted a bike tour, with bikes provided by CitiBike. Bike rentals were free for those who wanted to join the team as they rolled around the study area, evaluating safety and accessibility for cyclists. Members of the community brought their families, and pets, along on Saturday, February 13th.

Walking Tour

On Monday, February 15th, the team went on a walking tour, led by business operator, and property owner, Daniel Veitia. This tour concentrated on the Town Center, giving the consultant team an idea of how active the densest part of the community is.



Attendees discussed the study area with their neighbors and suggested how they would like to see the community develop



The team went on a number of tours of the study areas, including a bike tour with cycles provided for the public by CitiBike



City staff and members of the consultant team were present at each table to facilitate discussions and hear ideas first-hand



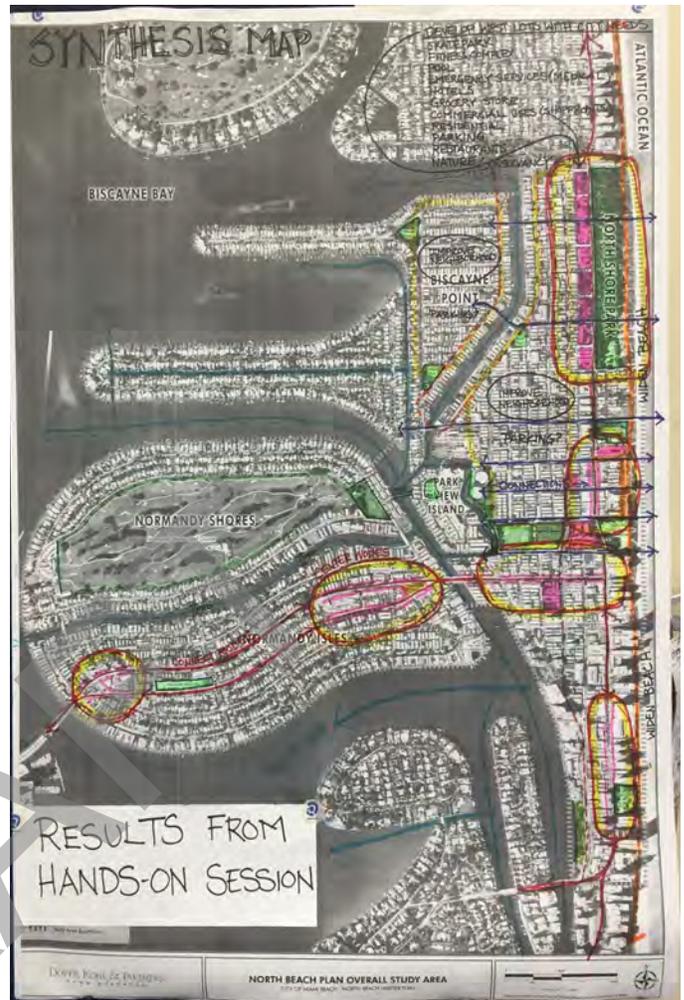
The team also explored the area on foot, trying to experience the neighborhood as a resident would

Open Design Studio

From Friday February 12th to Wednesday September 17th, the design team worked with the community in the Byron Carlyle Theater, an existing landmark located in the heart of North Beach. Its convenient location, and extensive public outreach/promotion efforts, led to hundreds of people participating throughout the week. Table drawings and plans from the Hand-on Design Sessions were placed around the room for easy review as new people became involved.

While community members visited the studio, the design team began by synthesizing the information gathered at the Hands-on Design Session into a single Synthesis Plan of the many ideas heard. The Synthesis Plan included physical design elements, such as sidewalk improvements, beach amenities, bike paths, planting trees and moving buildings up to the street. Larger concepts were also addressed, including parking structures, converting Harding Street and Collins Avenue into two-way thoroughfares, moving the library, and concepts for the West Lots. Over the course of the charrette, the team worked through each of the ideas, testing their feasibility and using plans and visualizations to illustrate how varying concepts could be applied.

The individual maps used during the Hands-On Session were also posted, allowing those who hadn't participated on Thursday to give their input in the same manner as their neighbors.



The ideas from all of the maps at the Hands-on Session were synthesized into a single map

Of the many potential goals to pursue, which are MOST IMPORTANT TO YOU?				
include a variety of housing types and tenancies 40	add new retail and entertainment for residents 61	provide better connectivity 31	utilize green building & site design systems (for water, energy, etc...) 20	add new residents that help support North Beach businesses 23
adapt public infrastructure and buildings to sea level rise 53	increase access to the beach, parks, and open space 32	add new workplaces and service for residents 27	create walkable and bikable places 59	maintain the neighborhood scale in residential area but increase density in the town 57

Technical Meetings

In addition to the public design studio, members of the design team met with stakeholders in a series of scheduled technical meetings, and additional informal interviews. The meetings were used to answer design questions, discuss the Master Plan, and gain additional input. The technical meetings included sessions with City staff, the steering committee, historic preservationists, housing specialists, economic analysts, and environmental and resilience experts. The technical meetings helped to refine the ideas that were being mentioned, and evaluate how concepts were influenced by the wide range of opinions within North Beach.

Open House

On Tuesday, February 16th, the team held an open house. Scores of members of the public came into the studio to see how ideas were evolving. Residents were able to preview early stages of the draft plan. Diagrams,

drawings, computer visualizations, and draft plans were pinned up around the room, giving attendees the chance to see where the plan was headed and how their ideas had been incorporated into the vision. Members of the team continued to work through the open house, allowing visitors to watch renderings and modeling done in real time.

Focus on Resilience

Immediately after the Open House, Robert Daoust of ARCADIS, the Dutch engineering company with expertise in climate change, held a lecture on sea level rise, resilience, and how certain tactics might be used in North Beach. Sea level rise is necessarily a major concept within the plan, with flooding already occurring in many locations, and levels only expected to rise.



Technical meetings went on through the duration of the charrette, with the team meeting with a wide range of interest groups



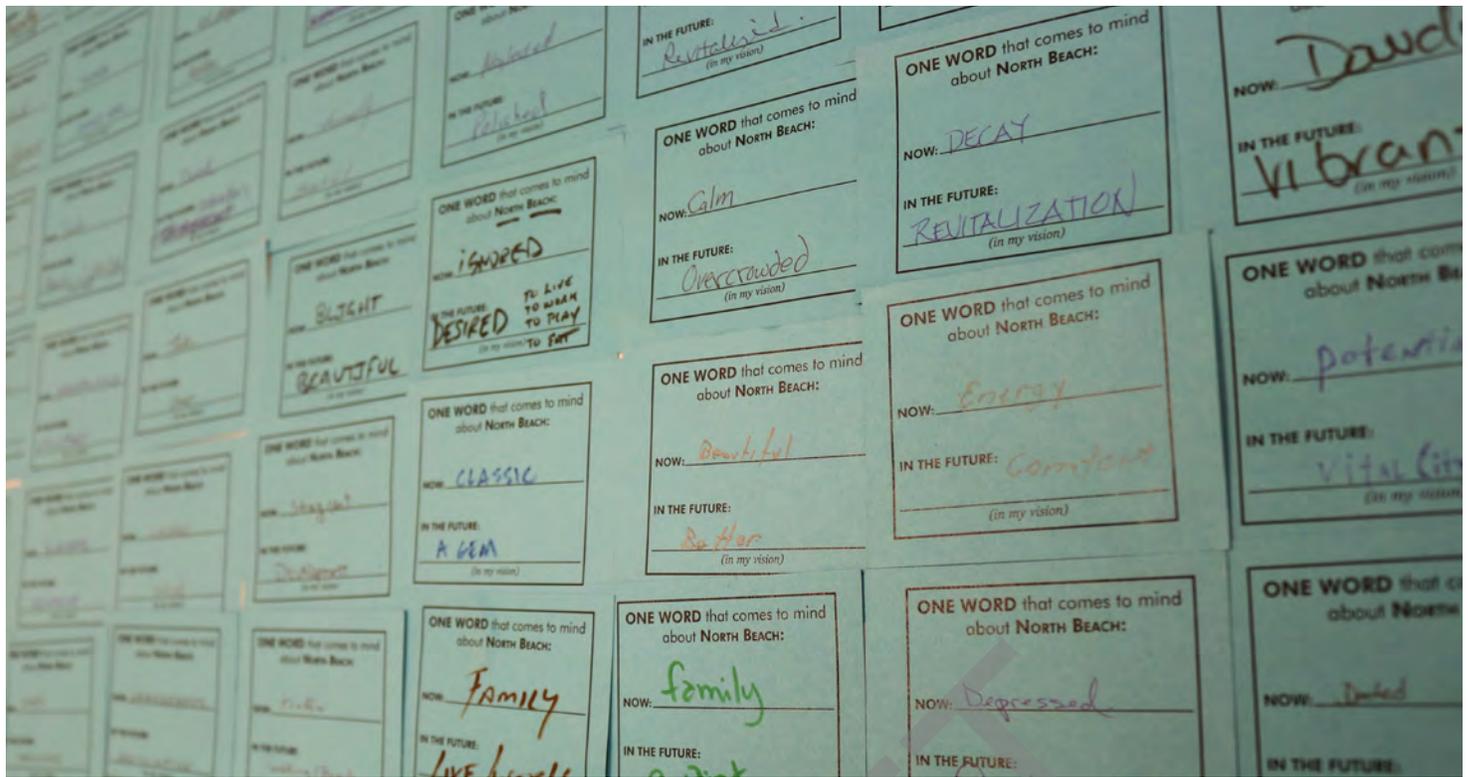
The Open House, held at the studio, allowed the community to see what work had been done so far, including diagrams and sketches



Computers were also set up, where designers and illustrators worked to create renderings and visualizations in real-time



Robert Daoust expanded on the conversation of resilience with an in-depth discussion of Dutch engineering concepts, after the open house



What We Heard

The advantage of setting up a studio within the study area was that the consulting team was able to experience the area firsthand. It also enabled stakeholders to easily stop by the studio and participate in the process at various times throughout the day. In order to record people’s statements we set up two feedback formats, the one word card and the survey.

The one word card asked participants to use one word to describe the study area today and another word to describe how the area would be in the future. The results of that exercise are listed in the following pages of this report as word clouds.

The survey asks three key questions. First, “Of the many ideas discussed, which are most exciting to you? Second, “What questions or suggestions do you have? “And the third is an open-ended question: “Please write any additional comments”.

The survey elicited a vast array of diverging opinions about what should happen in North Beach that can be grouped into several categories.

The first category of comments were generally from the preservationists who believe that all historic structures should be preserved, and new development should be in the character of the existing building stock.

The second category included mostly property owners, members of homeowners’ associations and developers who felt that there is a lot of opportunity to create new and successful real estate development projects, but felt that current zoning is preventing them from developing the types of projects that would yield a high enough re-

turn on investment.

The third consisted of stakeholders who love the quaint and low-density character of the area, but also felt that improvements are necessary to increase the diversity of offerings for dining and retail; this group would also like to see new development that is not completely out of scale with the existing conditions in the area.

These three categories are the general themes that came up most frequently. However, there were many other individual suggestions that did not fall within those categories. Some of those suggestions include the following:

“A balance must be made between development and Quality of Life”.

“A skate park. It will provide athletic, entertaining fun and yet “healthy; activities for young people K-12 and beyond.”

“A more ‘attractive library’. It will serve the community so well.”

“Bayfront connectivity to Town Center and East West access points along main streets; retail should line parking garages.”

“Waterfront dining”

“More transportation like the trolley”

“If we have all the retail needed, and safe non-car alternatives, the city is small enough that a car would not be required. Uber once a week for large grocery shopping.”

A sample of additional comments, statements and questions are featured on the adjacent page.

Survey Responses

What questions or suggestions do you have?

KEEP THE CHARACTER OF THE NEIGHBOR HOOD
TREAT ALL OF 7/ST ST NORTH, THE N.B DOWNTOWN + OCEAN TERRACE AS A WHOLE NOT AS SEPARATE AREAS.

Please write any additional comments:

NEW DEVELOPMENT SHOULD BE RESTORATION OF ALL CURRENT RESIDENTIAL MULTI FAMILY

What questions or suggestions do you have?

- * Fix traffic patterns + increase transportation - ADDITIONAL trolley routes
- * Restore + Renovate
- * Parking

If the many ideas discussed, which are most exciting to you?

New retail + entertainment in West Beach

Better restaurants
Fresh market / Whole Foods
more Hotels - more tourism = \$ ↑

Higher per capita income = higher spending in area - more office bu. dings, better jobs, higher spending = Bigger businesses, higher rent, which is good.

Thanks for your help and your ideas! Please leave this on the table at the door. Follow the process online at PLANNOBE.ORG

Please write any additional comments:

- increase height + density of town centers create real Activity centers (Retail, cafes, Residential, live/work)
- 1 - 7/ST street center
- 1b - Normandy Fountain
- 2 - Ocean Terrace

together

Please write any additional comments:

- 1) Have a once a month "car free" day to get people acquainted with how to live in Nobe w/o a car.
- 2) We need ~~parking~~ multi level parkns. This takes up less land.

Thanks for your help and your ideas! Please leave this on the table at the door. Follow the process online at PLANNOBE.ORG

Please write any additional comments:

Keep neighborhood character + feel. We're not big + bold. We're renters + middle / low income people. Don't chase us out of our homes. Been here 20 yrs. Make it shine but don't tear it down.

Please write any additional comments:

- KEEP NORTH BEACH LOW RISE
- KEEP NORTH BEACH DIVERSE ECONOMICALLY.
- REDUCE TRAFFIC CONGESTION

What questions or suggestions do you have?

MAKE RUE VENDOME AND OCEAN TERRACE PEDESTRIAN ONLY.

What questions or suggestions do you have?

Create an art/cultural epicenter and more active spaces for community engagement

What questions or suggestions do you have?

HAVE STARBUCKS + OTHER GOOD RESTAURANTS COME TO THE AREA

Of the many ideas discussed, which are most exciting to you?

- connecting the different "town centers" (7/ST street, Normandy Plaza, Ocean Terrace + West Lots) to one another with parks + retail corridors.
- Creating several "centers" with different characters that represent their surroundings.

Work-In-Progress Presentation

The charrette ended with a Work-in-Progress presentation on the evening of Thursday, February 18th, at the North Shore Youth Center. Over 75 attended the event to hear and see the vision for the future of North Beach. For a full 33% of the audience, the Work-in-Progress was the first charrette event they had attended.

Jeff Oris opened the meeting, addressing the work completed by the planning team over the past week. Following the introduction, the Dover Kohl team presented a summary of many of the ideas developed during the charrette. The presentation included a series of drawings and visualizations of what type of development the Plan could create. Maps and diagrams highlighted potential key development sites, and street sections illustrated potential mobility and walkability improvements.

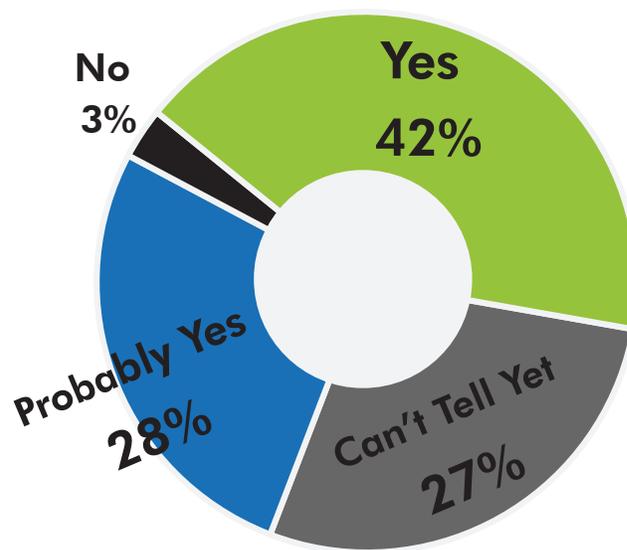
Jorge Kuperman of JSK Architectural Group provided an overview of how a Transfer of Development Rights (TDRs) program can be used as a tool to preserve sensitive areas such as historic buildings, by redirecting development potential to suitable areas. Donald Shockey, a planner with considerable experience in Miami Beach, addressed the unique quality of architecture in Miami Beach, and how it can be preserved to maintain the Neighborhood's unique character. Gregory Mendez of Chen, Moore & Associates presented an overview of parking conditions in the study area suggesting that new garages could help relieve current parking issues in key areas of North Beach.

At the end of the presentation, the audience was asked if they felt the plan was on the right track. Overall, 70% of the audience felt that the plan was headed in the right direction, with 28% undecided.

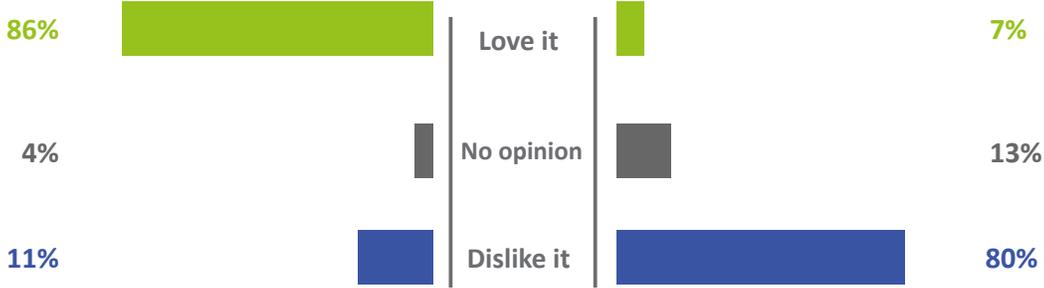
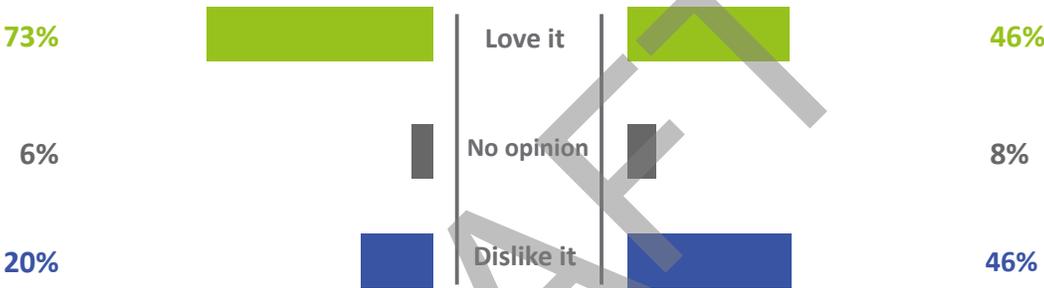


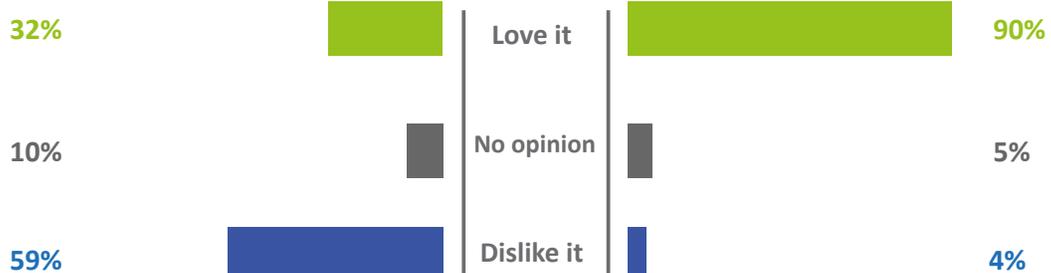
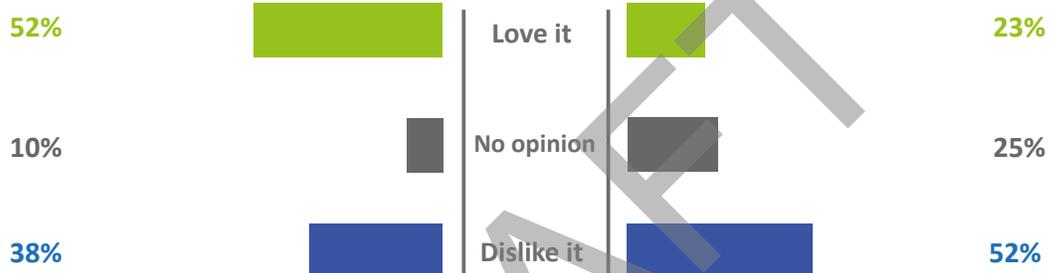
Victor Dover began the work-in-progress presentation by highlighting what the team had worked on over the course of the week, and what the main ideas of the plan might be

Is the Plan on the right track?



Community Image Survey Results





DRAFT

Chapter 2

Five Big Ideas

Five Big Ideas	2.2
Make a Town Center	2.4
Provide More Mobility Options	2.12
Protect & Enhance Neighborhoods	2.36
Better Utilize Public Land	2.60
Build to Last	2.74

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Five Big Ideas

Five big ideas to revitalize the North Beach community emerged as part of the public process. These five consensus ideas provide an outline of the plan that follows.

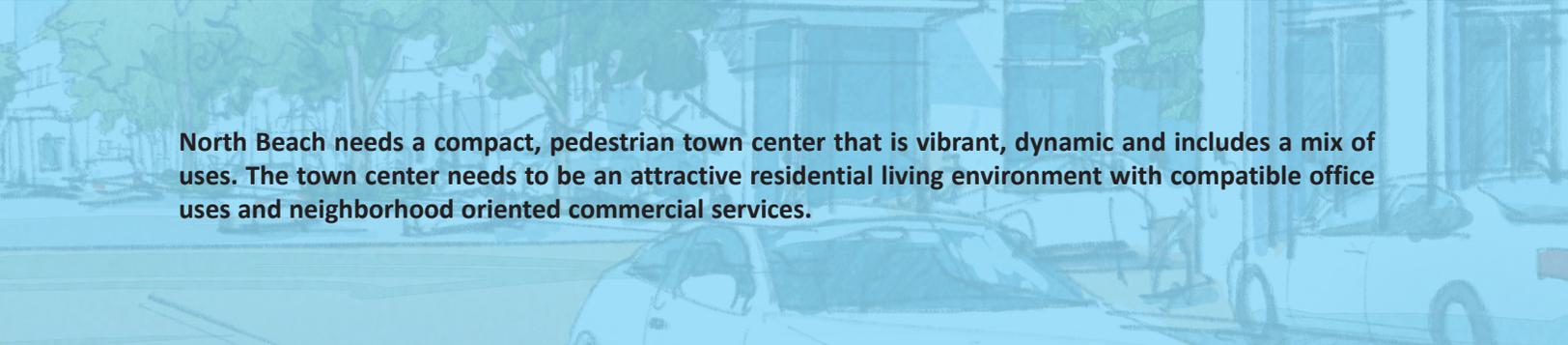
**MAKE A
TOWN CENTER**

**PROVIDE
MORE MOBILITY
OPTIONS**

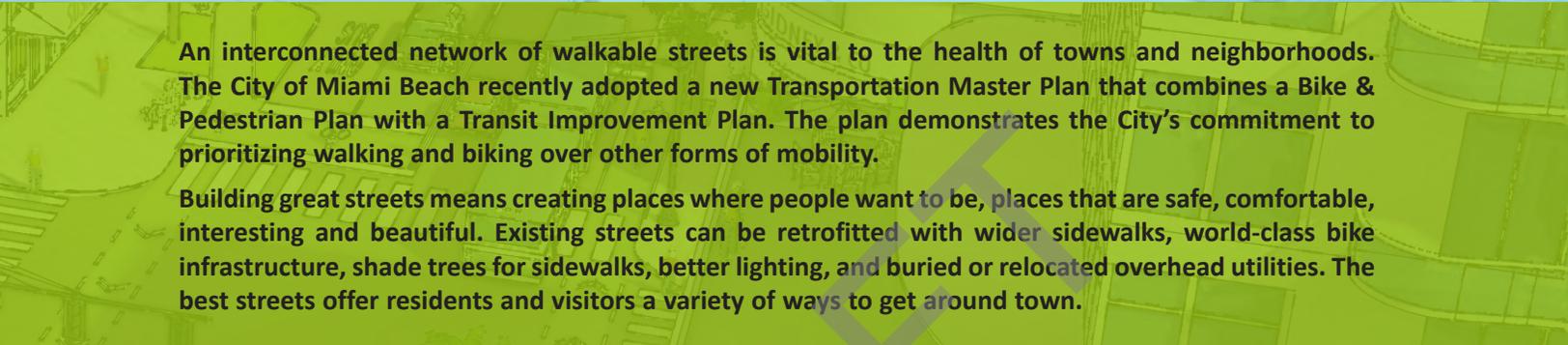
**PROTECT & ENHANCE
NEIGHBORHOODS**

**BETTER UTILIZE
PUBLIC LANDS**

**BUILD TO
LAST**



North Beach needs a compact, pedestrian town center that is vibrant, dynamic and includes a mix of uses. The town center needs to be an attractive residential living environment with compatible office uses and neighborhood oriented commercial services.



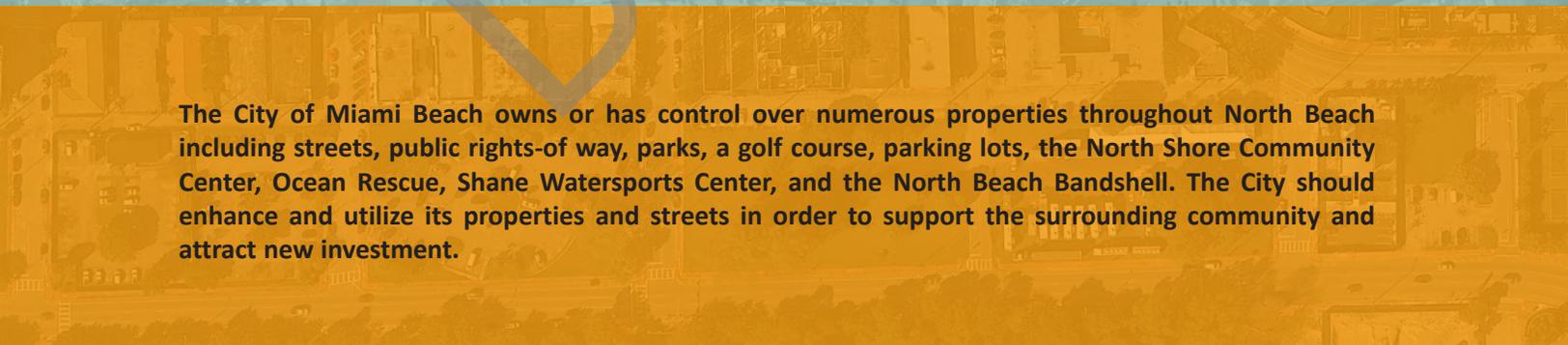
An interconnected network of walkable streets is vital to the health of towns and neighborhoods. The City of Miami Beach recently adopted a new Transportation Master Plan that combines a Bike & Pedestrian Plan with a Transit Improvement Plan. The plan demonstrates the City's commitment to prioritizing walking and biking over other forms of mobility.

Building great streets means creating places where people want to be, places that are safe, comfortable, interesting and beautiful. Existing streets can be retrofitted with wider sidewalks, world-class bike infrastructure, shade trees for sidewalks, better lighting, and buried or relocated overhead utilities. The best streets offer residents and visitors a variety of ways to get around town.

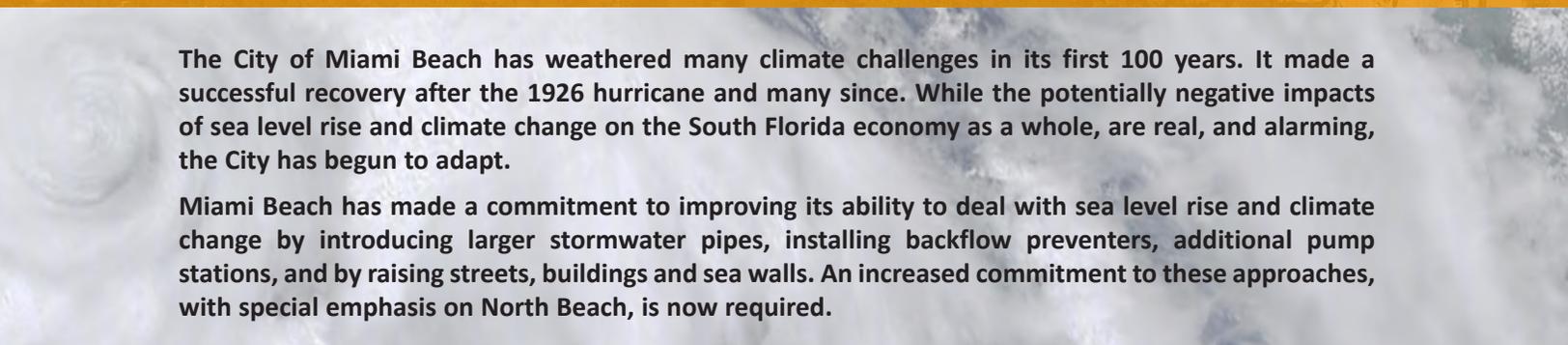


North Beach has many of the elements that make a community successful, including walkability, a mix of uses, generous amounts of open space, and an appealing architectural style. The quality of life in North Beach can best be improved upon by capitalizing on these core assets.

North Beach should take pride in its large stock of Miami Modern (MiMo) structures and use their restoration as a tool for economic development. As much as possible, new construction should occur in vacant or underutilized spaces and complement the existing building stock.



The City of Miami Beach owns or has control over numerous properties throughout North Beach including streets, public rights-of way, parks, a golf course, parking lots, the North Shore Community Center, Ocean Rescue, Shane Watersports Center, and the North Beach Bandshell. The City should enhance and utilize its properties and streets in order to support the surrounding community and attract new investment.



The City of Miami Beach has weathered many climate challenges in its first 100 years. It made a successful recovery after the 1926 hurricane and many since. While the potentially negative impacts of sea level rise and climate change on the South Florida economy as a whole, are real, and alarming, the City has begun to adapt.

Miami Beach has made a commitment to improving its ability to deal with sea level rise and climate change by introducing larger stormwater pipes, installing backflow preventers, additional pump stations, and by raising streets, buildings and sea walls. An increased commitment to these approaches, with special emphasis on North Beach, is now required.

Make A Town Center

The center of community life in North Beach is found along 71st Street from Collins Avenue to Normandy Isle and includes a block in either direction down the cross streets. 71st Street is one of Miami Beach's limited connections to the mainland and the only one in North Beach.

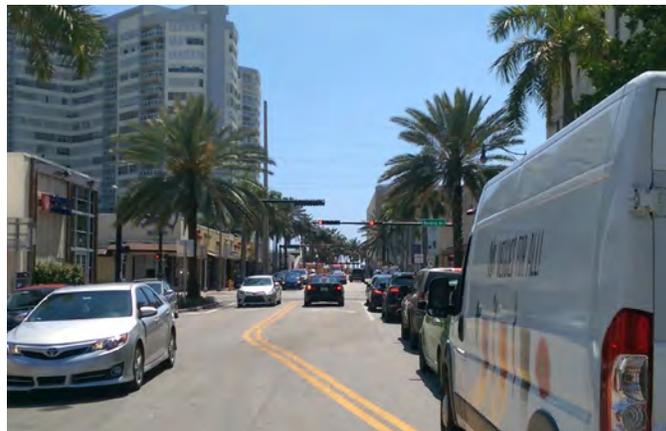
A 2007 plan designated the area into the Town Center District. The intent of the plan was to:

- “Promote a diverse mix of residential, business, commercial, office, institutional, educational, and cultural and entertainment activities for workers, visitors and residents;
- Encourage pedestrian-oriented development within walking distance of transit opportunities at densities and intensities that will help to support transit usage and town center businesses;
- Provide opportunities for live/work lifestyles and increase the availability of affordable office space in the North Beach area;
- Promote the health and well-being of residents by encouraging physical activity, alternative transportation, and greater social interaction;
- Create a place that represents a unique, attractive and memorable destination for residents and visitors; and
- Enhance the community's character through the promotion of high-quality urban design.”

In addition to this plan, the Planning Department adopted the Town Center Design Review Standards in 2010, which included a regulating plan depicting where new development should occur and what form it should take. However, North Beach's Town Center District has seen little new development since the concept was adopted by the Mayor and Commission in 2007.



Each color used in the graphic above represents a different property owner. The red properties are City owned parcels. Also notice how the narrow side of parcels fronts the street as discussed in this section.



71st Street looking east from Abbot Avenue

Impediments to Development

Economic Factors

A combination of factors have prevented the Town Center concept from realization. A worldwide economic downturn followed shortly after the adoption of the plan in 2007 and this stalled plan implementation. However, at the same time, other parts of the City saw development after the downturn. The reasons for the stall are more nuanced than macro-economics.

One impediment is that it is difficult to secure financing from banking institutions for mixed-use projects in North Beach. In order to secure private financing, the developer would have to ensure that the profits were high enough to benefit both the investor as well as himself. Although foreign buyers have flocked to South Florida in the last five years, purchasing units in cash, North Beach has not benefited from that type of investment. Those buyers are looking for amenities and other attractions that are currently not found in North Beach like ample dining, shopping, and access to the airport.

Property Ownership and Physical Layout

One challenge in North Beach is the small size of lots in the Town Center, generally 50 by 100 feet deep. Excessive parking requirements - reflections of our history of over-reliance on one-person car trips - should be questioned; they make the small lots hard to use. Today it is inefficient and costly to design and build a mixed-use building with enough parking spaces to accommodate even a seven story building.

Traffic

71st Street sees rush hour and peak time congestion making it difficult to get around by car. The car-centric design of the roadway can also make walking and biking unpleasant, and even fatal. This restricts the number of visitors the area can accommodate.

The Town Center Vision

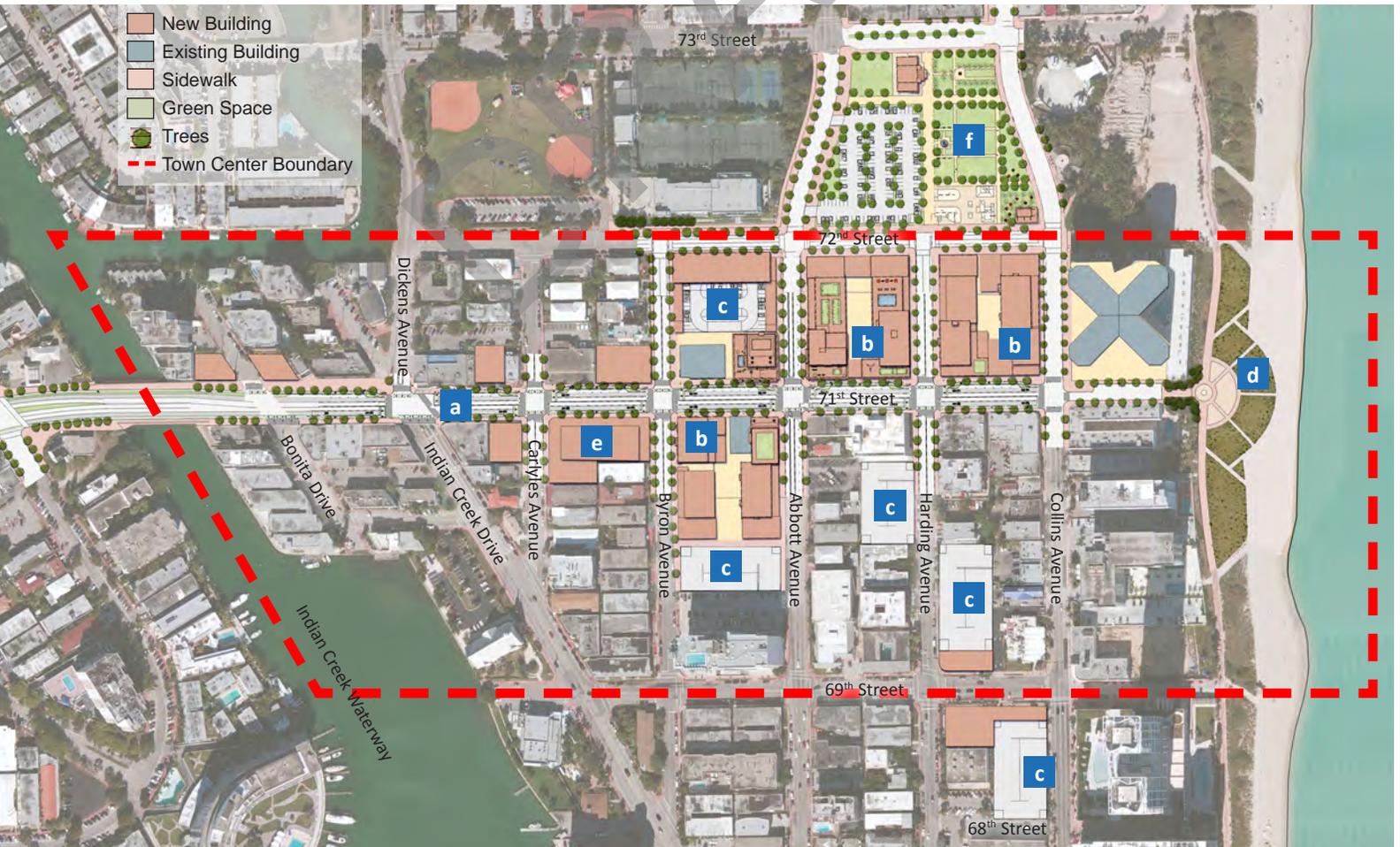
An active town center requires a balanced mix of transportation options, including efficient buses, a connected bike network, walkable streets, and a connected street network for all modes of travel, including cars. Therefore, a balanced and flexible transportation network with accommodations for all modes of travel is essential.

Revitalized and new efficient buildings will help to build enough critical mass of mixed-income residents and businesses to support new dining and shopping along 71st Street. In addition, more public uses and commercial amenities can be brought into the district so the Town Center becomes a destination in itself instead of a place people pass through to get somewhere else.

The Illustrative Plan for the Town Center district recommends one way for the Town Center to develop including revitalized street sections, buildings, and public spaces. It depicts street design concepts, proposed new shade trees, parking garages, pedestrian crosswalks, new and improved parks and open spaces, and locations for new infill buildings.

Key

- a** Redevelop 71st Street into a walkable main street
- b** Front the street with new mixed use buildings
- c** Consider building one or more public parking garages
- d** Terminate 71st Street with a plaza
- e** Redevelop the Byron Carlyle Theater property
- f** Reimagine 72nd Street parking lot (see Better Utilize Public Lands for more information)



71st Street...A Walkable Main Street



A vision for a multimodal 71st Street at Byron Avenue



Existing conditions

Turning 71st Street into a walkable main street will physically and psychologically transform the Town Center from an uninviting street to a vibrant environment where people will want to spend time.

The streetscape is re-designed to work not only for cars, but also for pedestrians, bicyclists and transit riders. An additional ten foot setback for new buildings (at key locations) accommodates wider sidewalks for outdoor dining. The center turn lane is eliminated to provide enough room for dedicated transit lanes, and a pair of separated bike lanes, or cycle tracks. The transit and bike lanes are separated from pedestrians with a row of street trees on one side of the street and on the other side of the street by a lane of parallel parking and a low curb. New street trees provide shade and comfort for all users.

Traffic and congestion along 71st Street is further calmed by narrowing the travel lanes, and tightening curb radii at intersections. All of these changes still allow cars through, while signaling to drivers that they have entered a multimodal environment where speeds are low, and cars are not the only priority. Slowing cars can help to encourage pedestrians and cyclists. Providing better transit brings more choices to more people.

First, the common perception of 71st Street must be changed. Then people can use the street in new and better ways. Making 71st Street a place people want to be will help catalyze new private investment and redevelopment opportunities. Private investment follows public investment.

Building the 71st Street Vision

The transformation of 71st Street into a vibrant Town Center will happen over time. The following “change-over-time” illustrates one way that gradual transformation can occur, beginning with public investment that is followed by private development.

Existing Conditions

The aerial view looks northeast along 71st Street at the intersections with Abbott, Harding, and Collins Avenues all the way to the ocean. The street is an active arterial lined with buildings of heights varying from one to five stories, except for the Burleigh House, a residential tower by the ocean, which is seventeen stories. The building fabric is occasionally interrupted by empty and surface parking lots.

Step 1

A redesigned 71st Street creates an environment of controlled traffic with added accommodations for transit, such as dedicated bus lanes, separated bike lanes, and additional street trees creating a more pedestrian-oriented environment.

A separated and raised cycle track creates a safe and comfortable space for bicyclists. Between the sidewalk and the cycle track is a continuous planting strip which allows for the regular placement of street trees and landscaping to transform the sidewalk into a shaded and comfortable place for both pedestrians and bicyclists.

Step 2

A catalyst project utilizing the public parking lot next to the Byron Carlyle Theatre helps to further reset the expectations for mixed-use development in the Town Center.

The portions of buildings closest to 71st Street should be limited to four stories, with any taller portions of the buildings setback, starting twenty-five feet from the sidewalk. This opens the street to the sky, allowing additional light and air, while still accommodating density. It also allows for rooftop terraces, which softens the transition between building and sky while adding value to the residential real estate.



Existing Conditions



Step 1



Step 2

Step 3

Shopfronts instead of parking lots begin to fill in the gaps in the streetscape and attract pedestrians and activate the sidewalk. This avoids the blank walls and parking areas that create gaps and discontinuity in the pedestrian experience. Screening parking garages and surface lots from view from the street allows for an activated street scene.



Step 3

Step 4

Non-historic, under-performing, one story structures are being redeveloped over time, replaced by multi-story mixed-use buildings that can better support a healthy town center.



Step 4



A fully built out Town Center could look like this

A Complete Town Center

Retail, dining, and other storefront uses occupy the first floor, with higher floors dedicated to office space and/or residential uses. This creates more destinations and points of departure within the Town Center, giving priority to local trips over drive-through traffic and increasing pedestrian activity.

The architecture envisioned for the 71st Street corridor is in keeping with local precedents, including utilizing the MiMo aesthetic.

The iconic MiMo structure at 310 71st street is a landmark of the area, originally built to hold an electronic sign displaying the date and time. It now acts as a sculptural representation of the stylistic spirit of Miami Modern. The plan envisions this structure reclaimed as part of a new building on the same site, using a similar strategy to the identical structure which was preserved atop the Rockwell night club in South Beach.

Beach Plaza

If 71st Street becomes the exciting, attractive, and pedestrian active main street for North Beach, its starting point needs to physically reflect its importance. A new plaza at the end of 71st Street would be a fitting start to this important street.

It would serve as a landmark symbolizing the connection to the mainland as well as to South Beach and the rest of the barrier island communities.

Existing Conditions

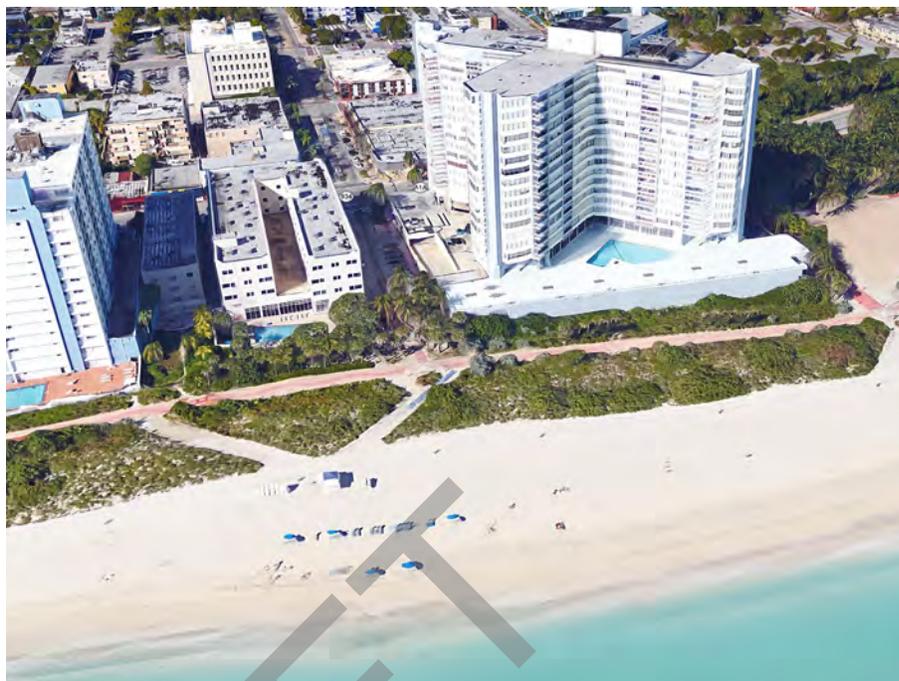
Currently where 71st Street meets the beach, the scene is more of a service alley than an appropriate terminus for the main street of North Beach. People coming down 71st Street must cross Collins Avenue and are then confronted with entrances to parking garages, narrow sidewalks, and large blank walls before reaching the boardwalk. Today, the entrance to the beach at the end of the street is marked with a wooden trellis which helps to separate the beach environment from the alley setting at the end of 71st Street.

Proposed Beach Plaza

The beach plaza would begin at the intersection with Collins Avenue. This first segment of 71st Street would be resurfaced and designed as a curb-less shared space. Shared spaces allow cars to travel very slowly through a predominantly pedestrian space.

Where this street meets the boardwalk, the dune and beach are shown extended to form a bulge in the shoreline. This serves multiple purposes that include:

1. Making room for an extended plaza beyond the existing blank walls of the parking garages so that the edges of the plaza can be designed with landscaping; and



Existing Conditions



Proposed Beach Plaza with temporary structures

2. It provides a landmark to walk to while at the beach.

More people going to the beach plaza could provide the critical mass to make commercial or recreational services economically viable. This would serve to activate the space further. The illustration shows kiosks, or small tented booths.

Byron Carlyle Theatre



Just as the City can help spark redevelopment by changing the streetscape, the City can create and anchor development project that embodies the vision for the Town Center.

The Byron Carlyle, could be that catalytic project. The theater opened as an independent movie theater in 1968 and later expanded into a Regal Cinema which shut down in 2002. The City acquired the property and leased the space out, most recently to O Cinema, a non-profit, independent cinema which utilizes one theatre. Due to the nature of its use, the building has expansive blank walls with few doors and no windows.

This site presents a unique opportunity for the City to create a catalyst project to help facilitate the vision of a pedestrian main street. The building occupies the entire street frontage along 71st Street from Byron Avenue to Carlyle Avenue. The site also has more depth than most of the lots along this street. The simple ownership and size of the property make the site easier to redevelop than others along this street.

By carefully conceptualizing the redesign of this property, the City could begin to implement the Town Center concept with mixed-use, multi-story development and encourage further development along 71st Street. Some of these uses could include a library, an economic incubator to spur entrepreneurship in the area, or a welcome center. The new building could include office spaces and/or civic uses in to the upper floors.

Key Recommendations

- **Rebuild 71st Street as a walkable Main Street**
- **Encourage the consolidation of lots in the Town Center District, by reducing parking requirements.**
- **Ensure Design Guidelines include:**
 - **Setback new buildings ten additional feet from the property line along 71st Street to accommodate wider and active sidewalks.**
 - **Allow taller buildings up to 12 stories in the Town Center, provided that floors above the first four stories, fronting 71st Street, step back at least 25'.**
- **Create a Beach Plaza at the start of 71st Street.**
- **Utilize the Byron Carlyle Theatre site as a catalyst building project.**

Provide More Mobility Options

One of the biggest impacts on quality of life throughout South Florida is the difficulty in traveling around the region, or in one word, ‘mobility’.

Mobility has a diverse definition, depending on the user. To the out of town visitor who is here on vacation and who is likely in no particular rush to get from point A to point B, mobility is typically about how to get from Miami International Airport to Miami Beach. This can be done by getting in a taxi, an Uber or Lyft, using mass transit, or renting a car.

To local residents mobility likely refers to sitting in traffic, and how long it takes to get somewhere whether they are in a car or on a bus. In North Beach, which has one main point of access to the main land, being stuck in traffic can be a daily occurrence during peak times.

As with most places, people get around using their personal vehicle. However, census statistics from 2010 show that North Beach has a high percentage of residents, 26.2%, that do not own cars. The high rate of people seeking alternate modes of travel is a good thing, but their transit needs must be addressed.

This section further discusses the existing conditions related to mobility and suggests potential solutions.

Balancing Mode Share

The City of Miami Beach is entering an exciting period in its history. In March 2015, the City Commission made the historic decision to establish a modal hierarchy for the City’s transportation network. As a result, the design of the public right-of-way should prioritize bicyclists, pedestrians, and transit riders over automobile traffic.

Following that decision, the 2016 Transportation Master Plan and the Bicycle and Pedestrian Plan both set specific mode share goals based on current transportation patterns. These goals will help guide transportation investments over the course of the next twenty-five years, and will help provide a better balance of transportation options available to people. These plans envision a 30% reduction in automobile travel over the next twenty-five years.

Existing deficiencies in the bicycle, pedestrian, and transit network must be addressed with short term, inexpensive fixes, as well as an eye toward long term change.

A substantial increase in the number of crosswalks throughout North Beach is envisioned, in addition to upgrading existing bike lanes into protected bike lanes.

The bike recommendations build upon many of the good ideas included in the 2016 Transportation Master Plan and Bicycle Pedestrian Master Plan by providing more details about projects in the North Beach area.

26.2% of residents

 are **car-free**

MODE SPLIT: EXISTING VS. FUTURE

	2 %	➔	12 %
	2 %	➔	10 %
	19 %	➔	29 %
	72 %	➔	42 %
	2 %	➔	2 %
	3 %	➔	3 %

Today a majority of trips are taken by car, but the future mode split will reflect a greater reliance on walking, biking and taking transit.

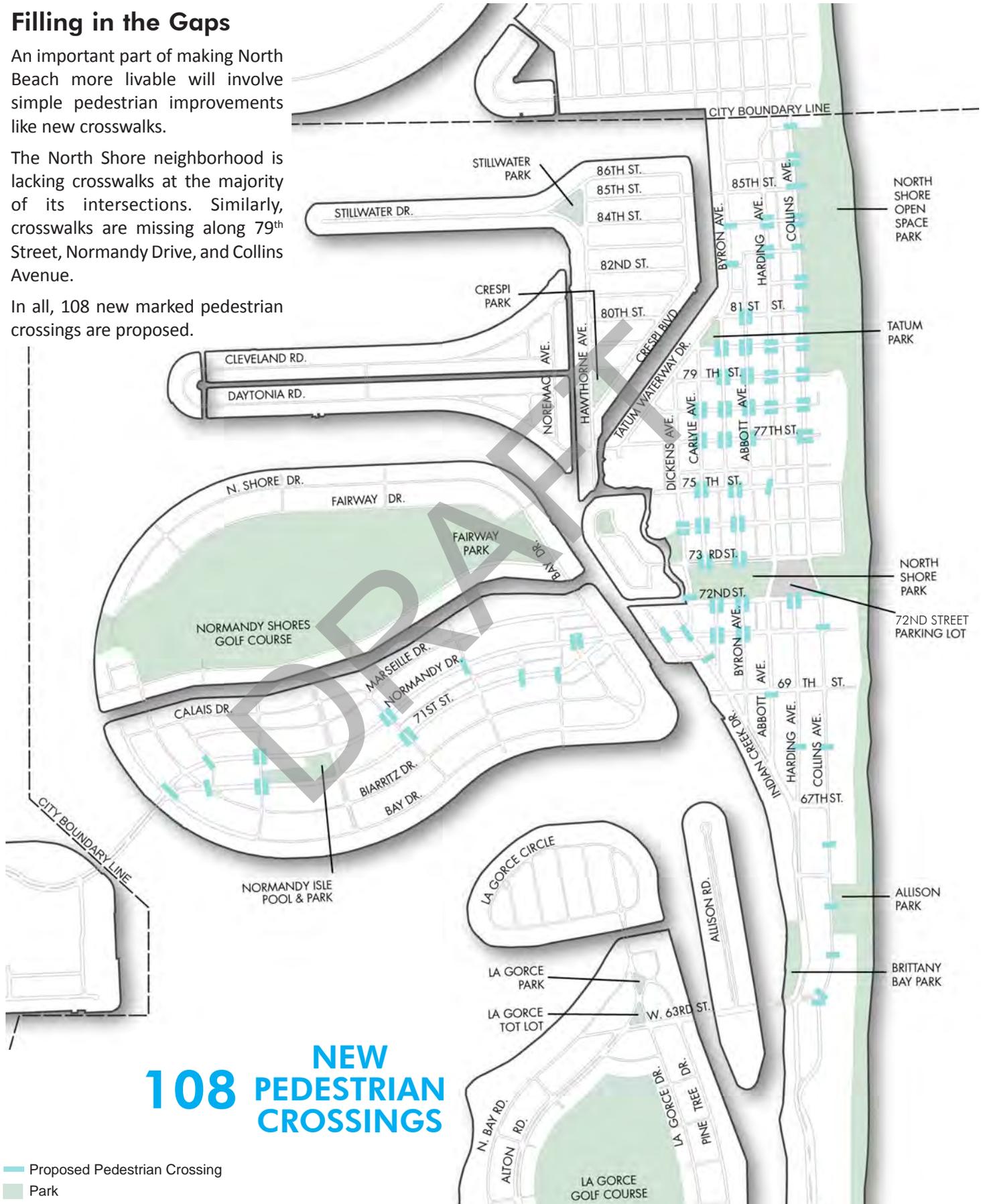
Proposed New Crosswalks

Filling in the Gaps

An important part of making North Beach more livable will involve simple pedestrian improvements like new crosswalks.

The North Shore neighborhood is lacking crosswalks at the majority of its intersections. Similarly, crosswalks are missing along 79th Street, Normandy Drive, and Collins Avenue.

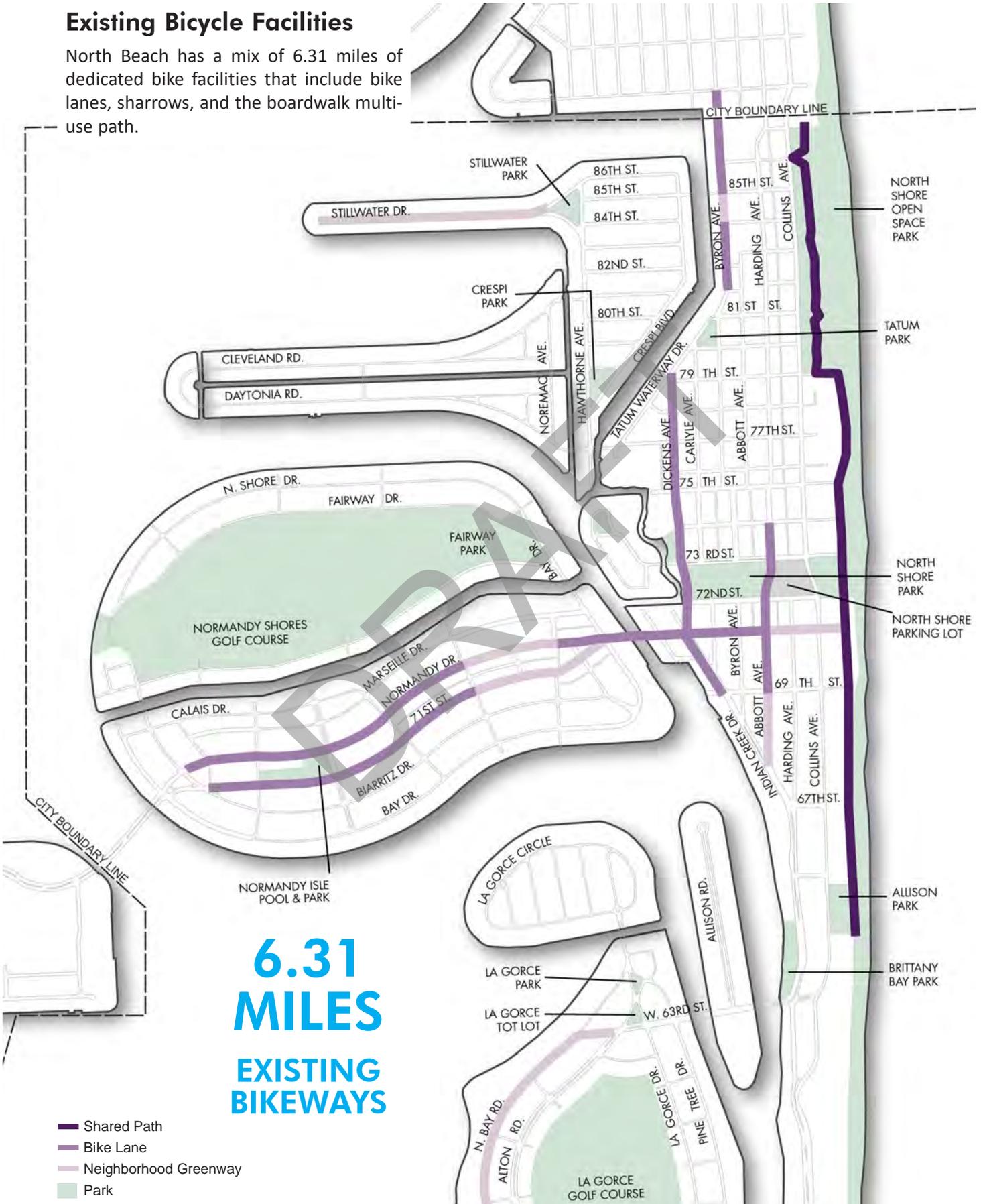
In all, 108 new marked pedestrian crossings are proposed.



Bicycle Facilities

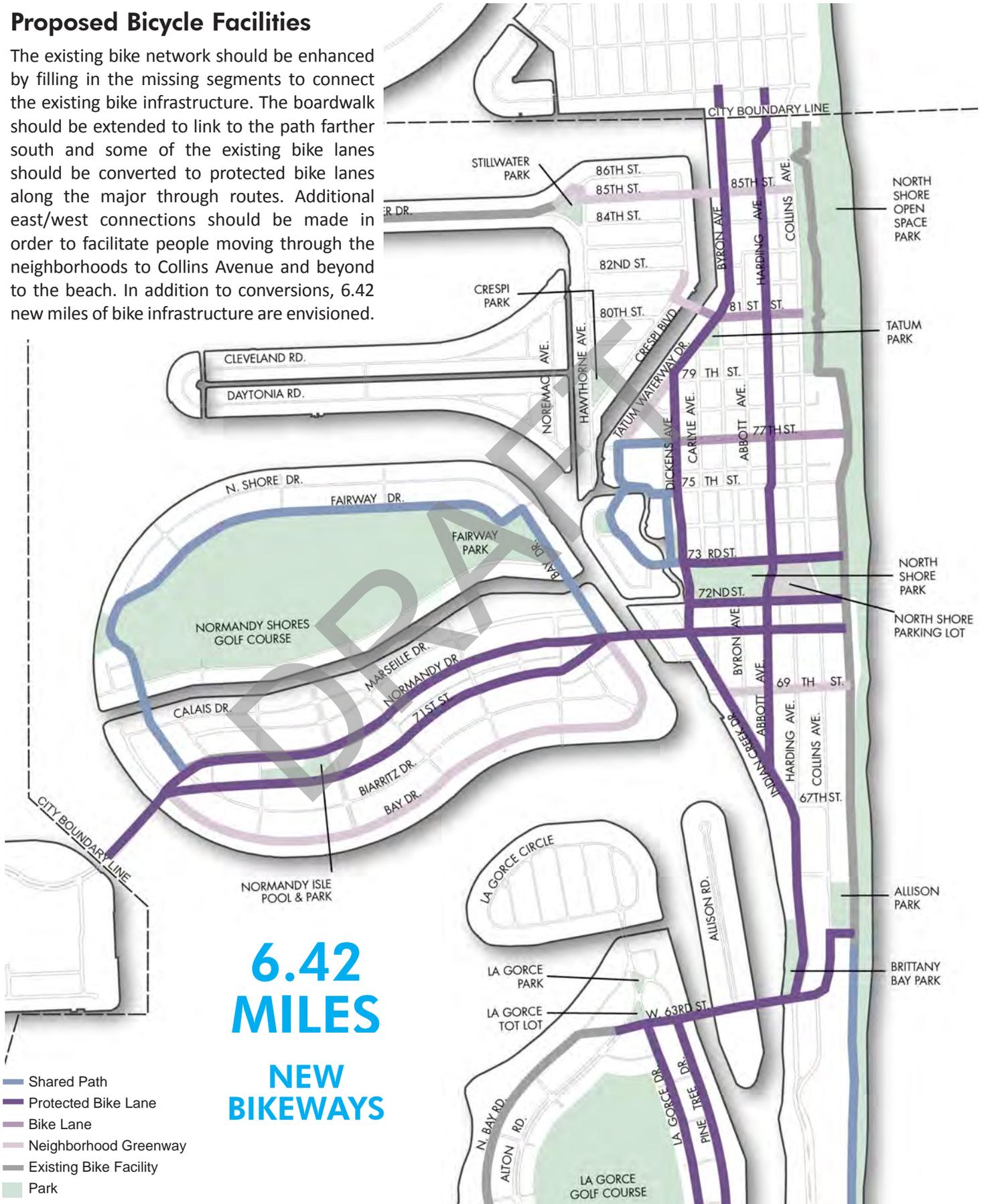
Existing Bicycle Facilities

North Beach has a mix of 6.31 miles of dedicated bike facilities that include bike lanes, sharrows, and the boardwalk multi-use path.



Proposed Bicycle Facilities

The existing bike network should be enhanced by filling in the missing segments to connect the existing bike infrastructure. The boardwalk should be extended to link to the path farther south and some of the existing bike lanes should be converted to protected bike lanes along the major through routes. Additional east/west connections should be made in order to facilitate people moving through the neighborhoods to Collins Avenue and beyond to the beach. In addition to conversions, 6.42 new miles of bike infrastructure are envisioned.

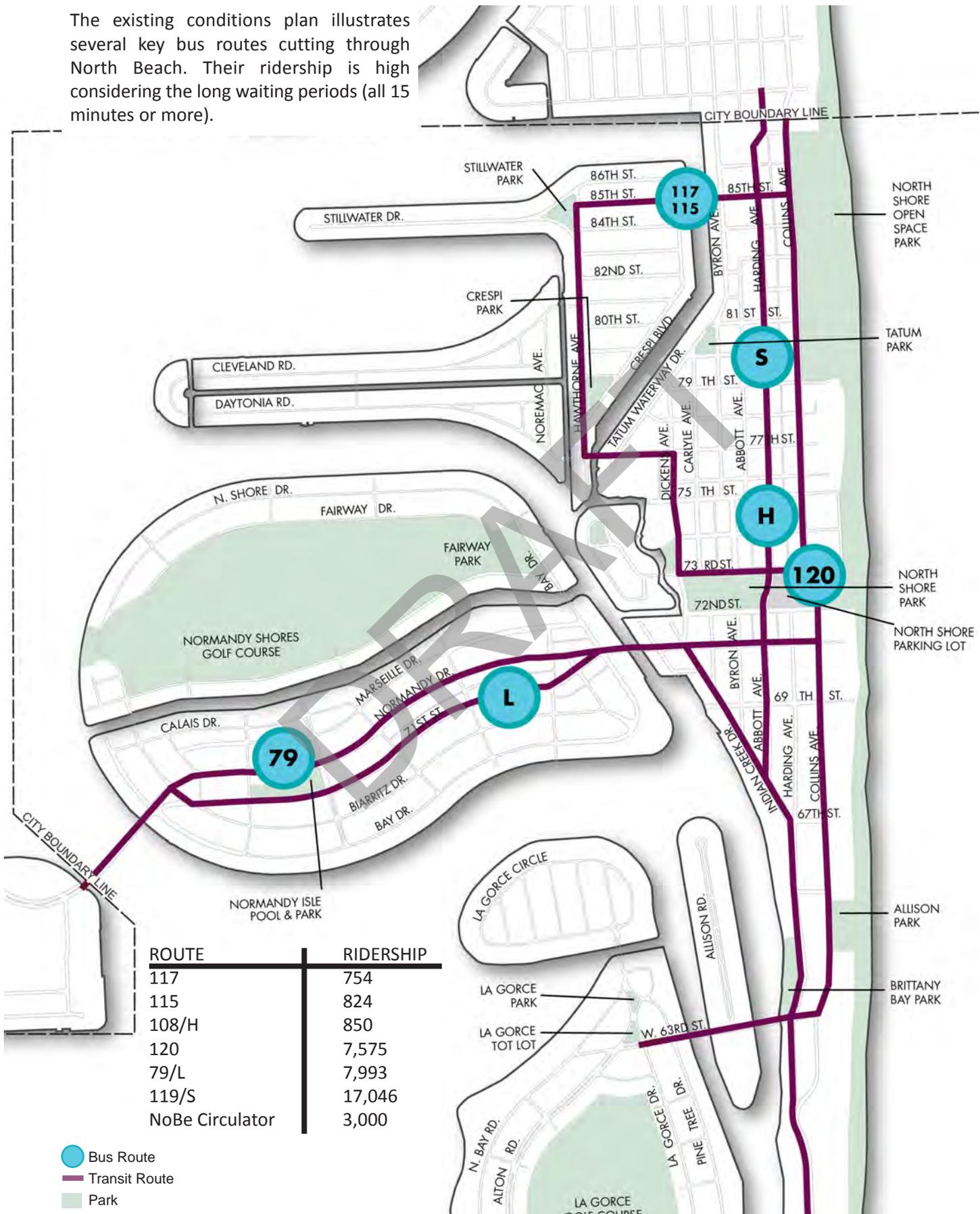


**6.42
MILES
NEW
BIKEWAYS**

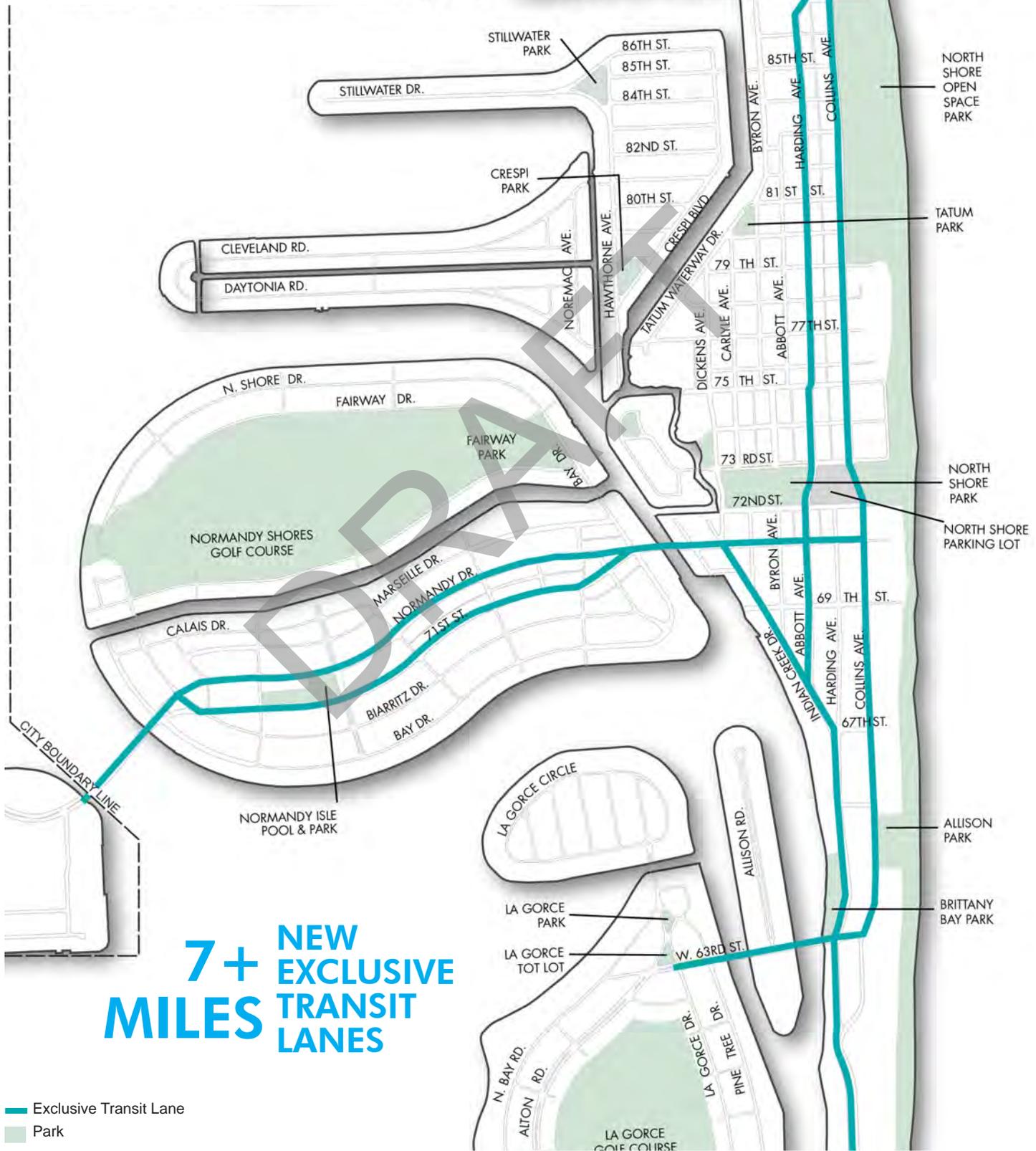
- Shared Path
- Protected Bike Lane
- Bike Lane
- Neighborhood Greenway
- Existing Bike Facility
- Park

Transit

The existing conditions plan illustrates several key bus routes cutting through North Beach. Their ridership is high considering the long waiting periods (all 15 minutes or more).



The main transit recommendation of this report is to provide exclusive bus transit lanes along four of the main corridors: 79th Street, Normandy Drive, Collins Avenue, and Harding Avenue.



7+ NEW EXCLUSIVE MILES TRANSIT LANES

Exclusive Transit Lanes + Premium Bus Transit

What is Premium Bus Transit?

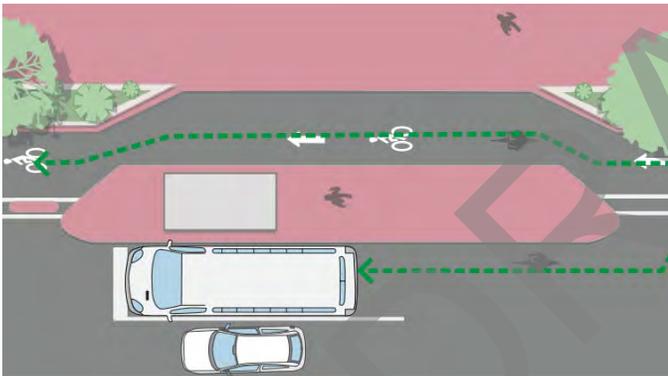
Premium Bus Transit is a way of describing bus transit service that combines the convenience and reliability of rail transit with the cost effectiveness and flexibility of rubber tire systems.

One of the main elements of a premium bus network is travel lanes that are designated as 'bus only' lanes. These exclusive transit lanes are accompanied by several other important amenities, some of which are listed below and shown on this page.

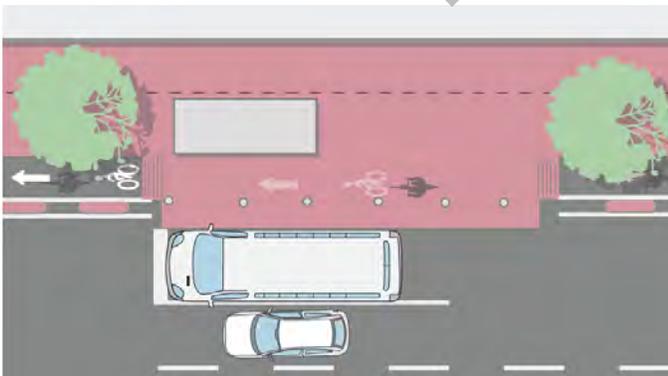
- Minimal transit headways (5 to 7 minutes)
- Pre-paid ticketing
- Enclosed stations
- Level boarding
- Signal priority



Premium bus transit includes exclusive bus lanes, wide pedestrian platforms, protected bicycle facilities fronting the street, and low speed vehicular lanes.



The bus station condition above illustrates where the protected bike lane runs at street grade behind the bus platform.



The bus station alternative illustrated above shows a condition where the bike lane runs at street level and ramps up to the sidewalk level as it approaches the stop.



Stations can be enclosed or open air, as in these examples. In either case, level boarding and pre-paid tickets are critical.

Street Design Analysis

About the Analysis

The street sections in the pages that follow include over 30 different intersections and roadway segments calibrated using the Street Design Standards. This analysis focuses on significantly improved bicycle and pedestrian safety and access. Proposals are described with typical plans, sections, and intersection conditions for the following areas:

- 71st Street;
- 72nd Street (between Dickens and Collins Avenues);
- 73rd Street (between Dickens and Collins Avenues);
- 81st Street (between Byron and Collins Avenues);
- Harding Avenue;
- Collins Avenue; and
- Ocean Terrace.



The bicycle lanes along 71st Street can be relatively easily retrofitted, by flipping the existing parking location with the protected bike lane. Image: Miami Bike Scene



Lack of crosswalks at 79th Street and Collins Avenue is a safety issue at all times, but even more of an issue when it rains. As any bicyclist or pedestrian who has been stuck in the rain can tell you, looking for a place to cross is not a pleasant experience.

DRAFT

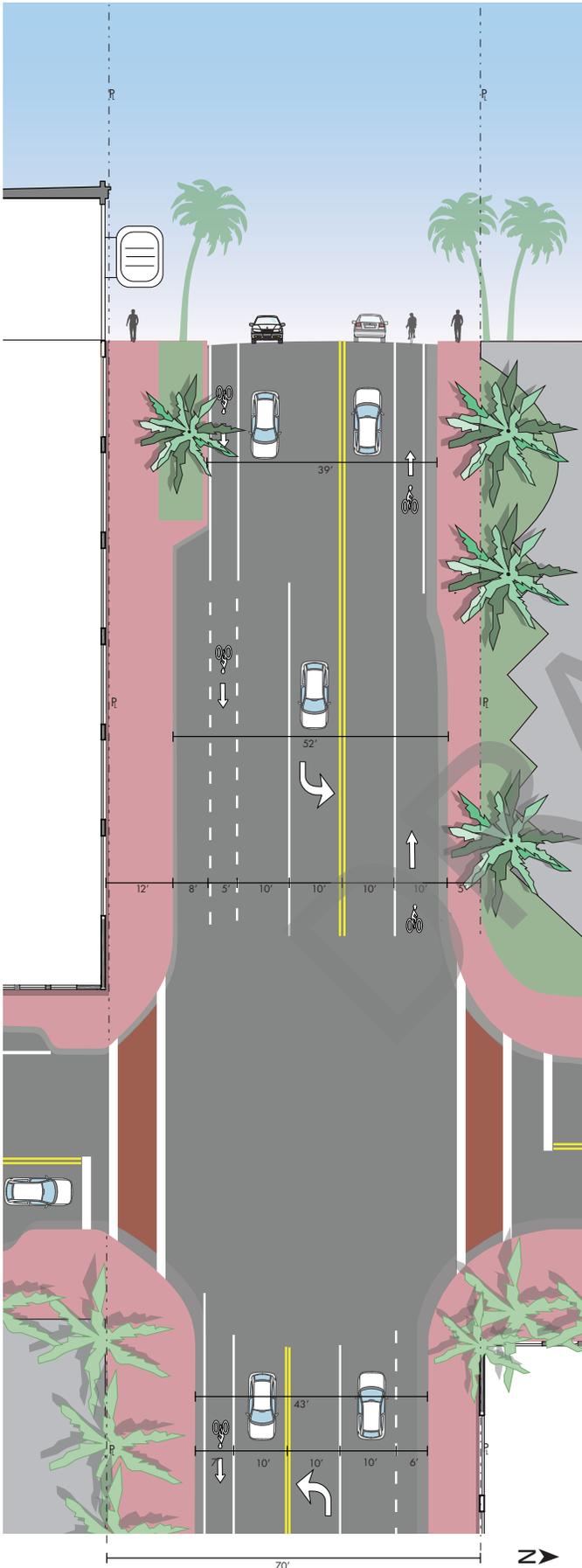
71st Street

71st Street - Existing Conditions

71st Street, between Normandy Fountain and Collins Avenue, is North Beach's main street. As the spine of the Town Center, it encompasses a mixture of retail and residential uses, and is the appropriate scale for a slow speed, transit friendly corridor.

Two main bus routes and a local circulator currently use this corridor, with a combined ridership of over 7,000 people boarding a day.

The corridor currently has conventional bike lanes adjacent to traffic. There is also a center turn lane and on-street parking on both sides of the street.



71st Street - Short Term (1-5 Years)

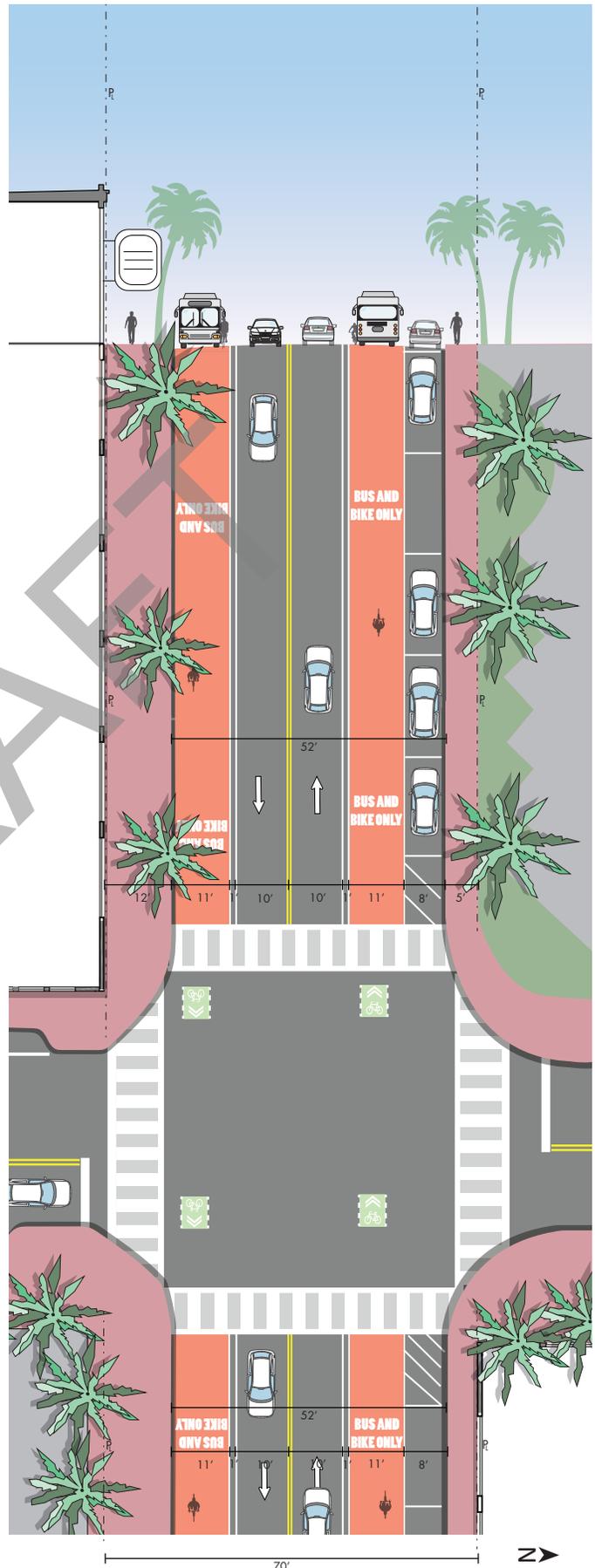
Dedicated Transit Lanes

Two-Way Car Travel

On-Street Parking

Much can be accomplished within the existing curb-to-curb dimensions within the next three years provided there is continued strong City support for the removal of the center turn lane.

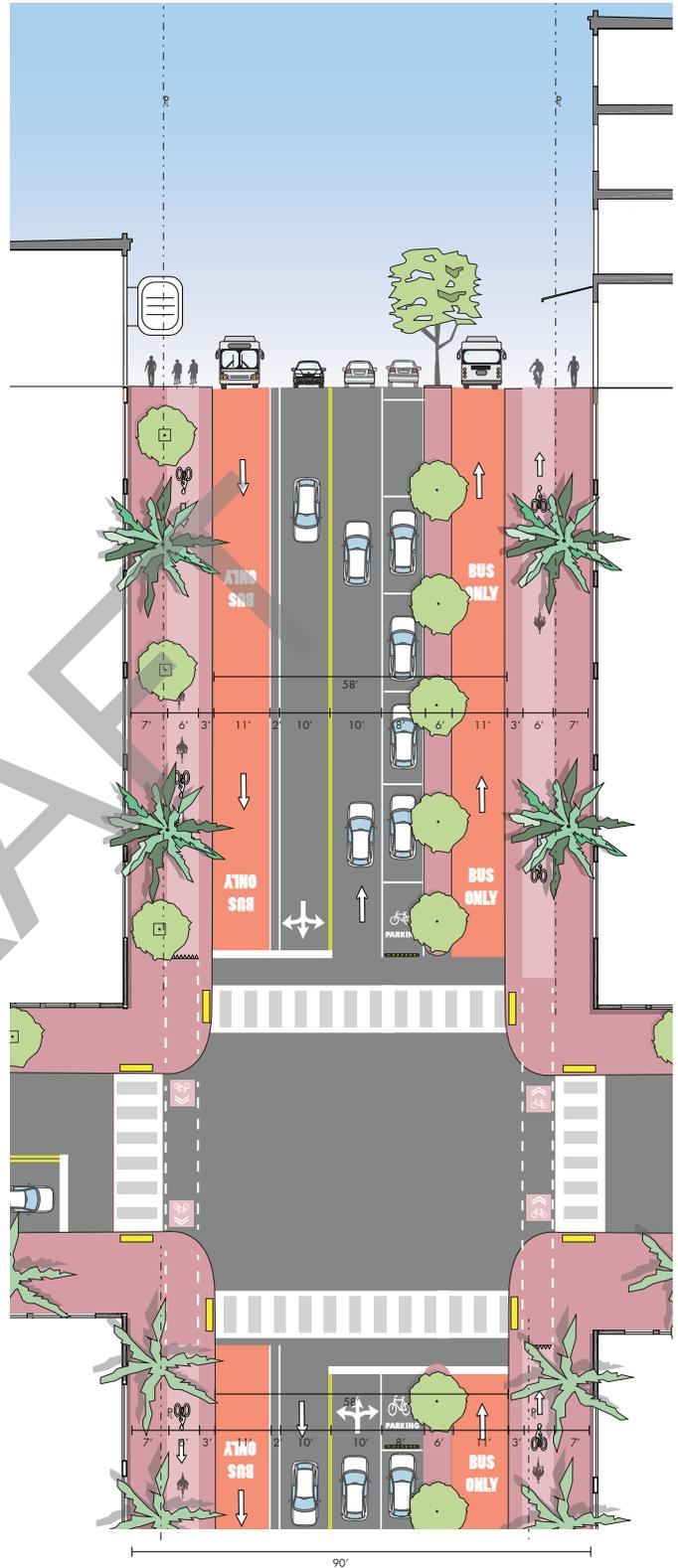
Within the existing 42' dimension, the street section can accommodate exclusive bus lanes that will operate with short head-ways, of less than 10 minutes, and will have signal priority at intersections. In the proposed street section on-street parking is provided on the north side of the street while wide sidewalks and ample street trees with wide canopies that will produce needed shade for pedestrians are on the south side of the street. Decreased transit headways will make this an easy and convenient transportation option for the growing population of North Beach. With these improvements, ridership along this corridor will grow substantially.



71st Street - Long Term B (10+ Years)

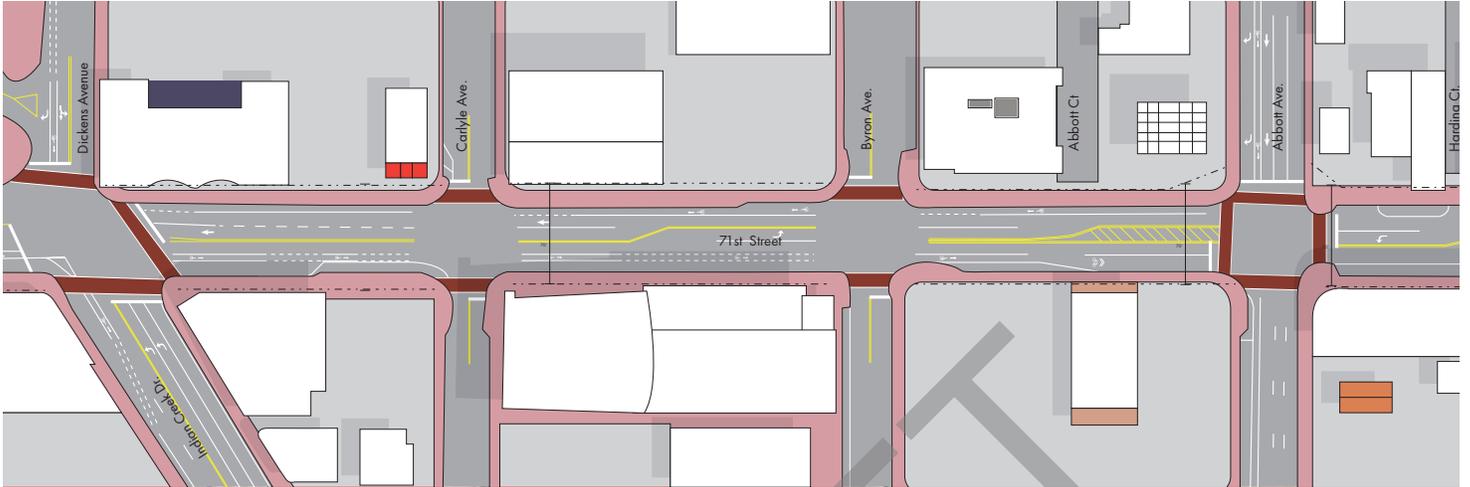
- Dedicated Transit Lanes
- Two-Way Car Travel
- Sidewalk-Level Protected
- Bicycle Lanes
- On-Street Parking

One of the innovations envisioned as part of this plan is a long term proposal for 71st Street. This additional option for 71st Street maintains on-street parking, and has grade separated protected bike lanes. This proposal has the added element of an additional tree lined median between the bus lane and the on-street parking.

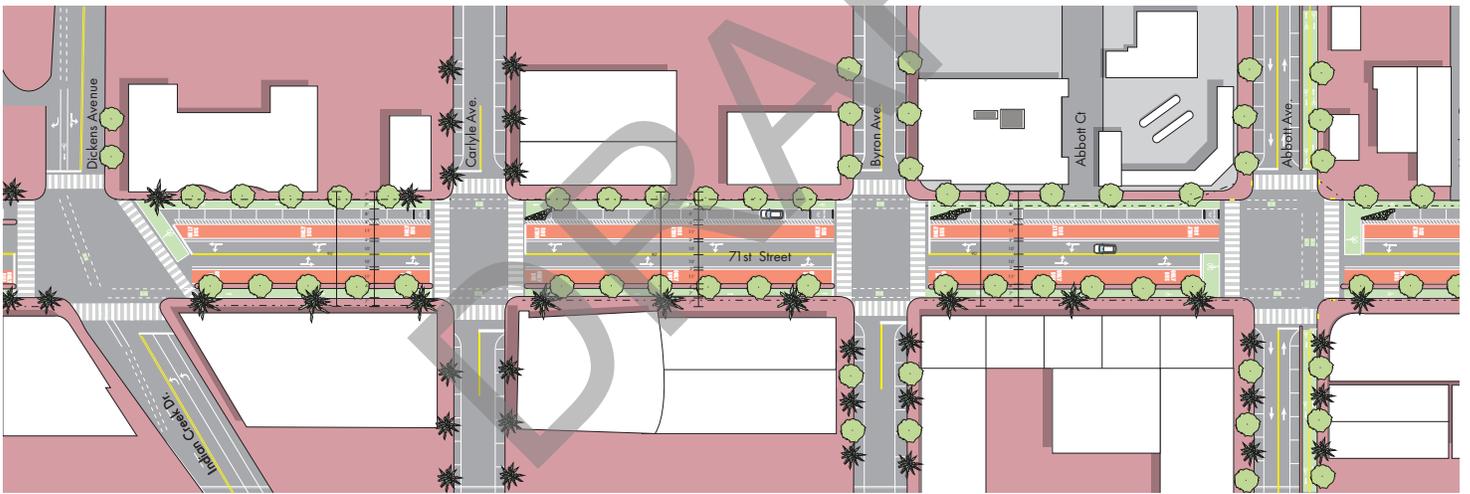


In addition to showing the typical street section, a comparison of existing and proposed long-term options for 71st Street are shown from the ocean to Dickens Avenue.

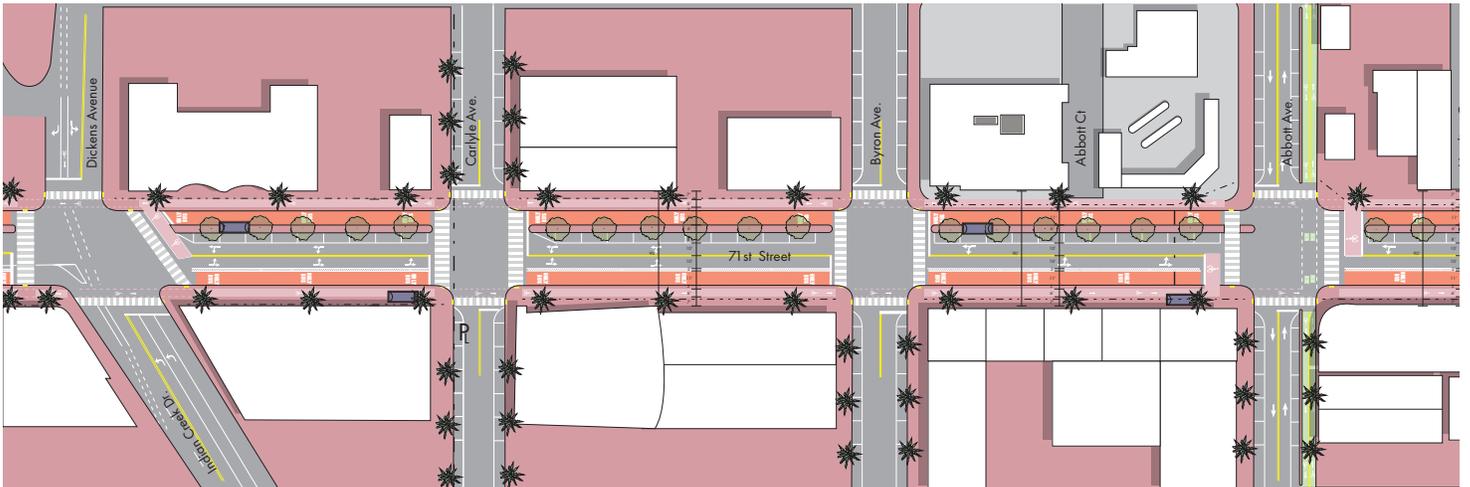
71st Street - Existing Conditions

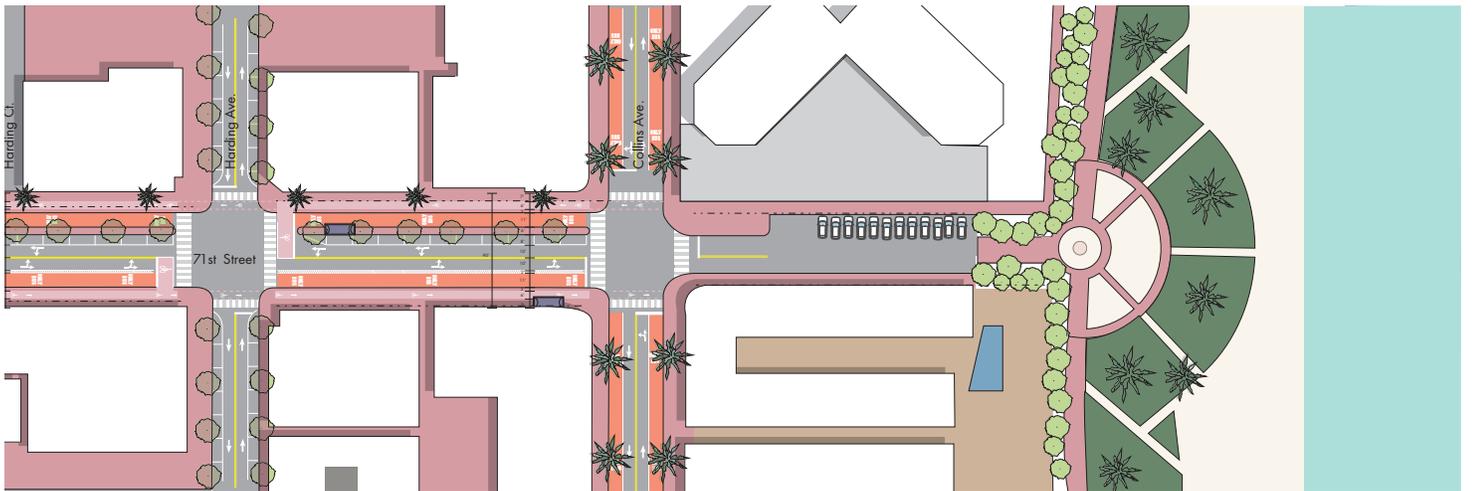
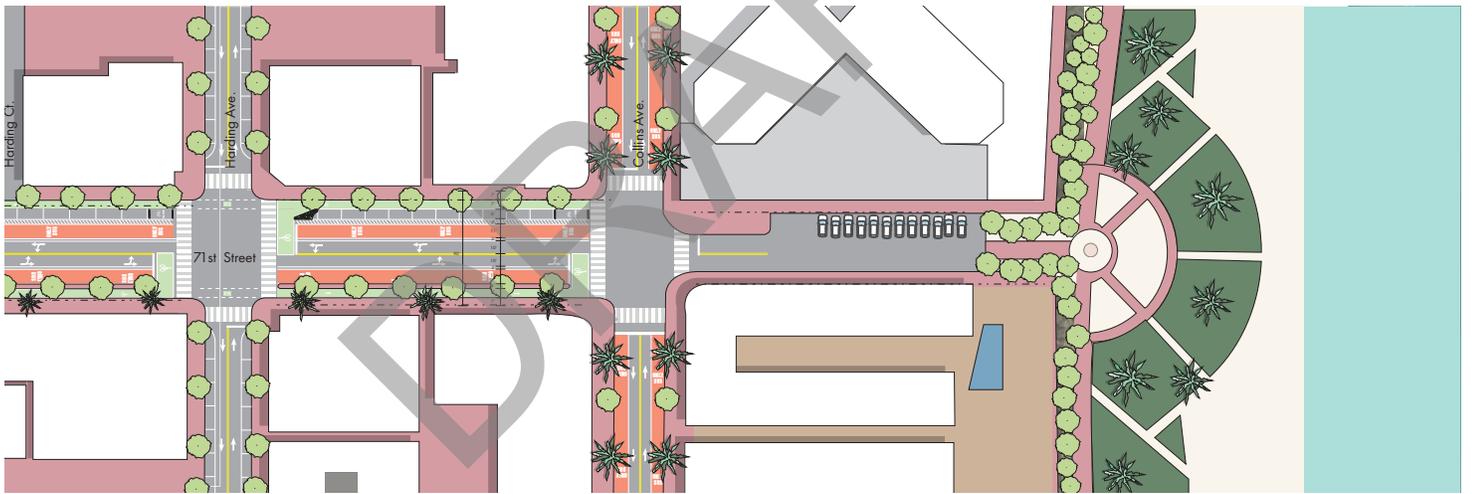
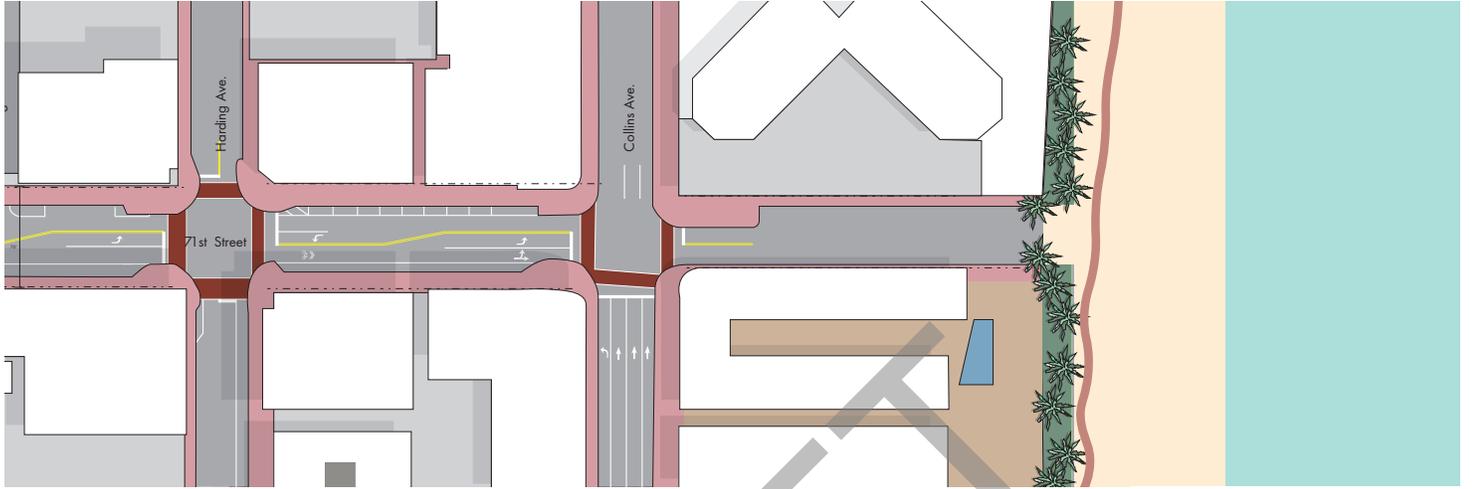


71st Street - Long Term A (10+ Years)



71st Street - Long Term B (10+ Years)





72nd Street

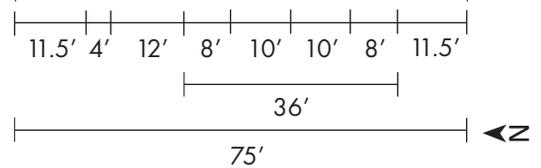
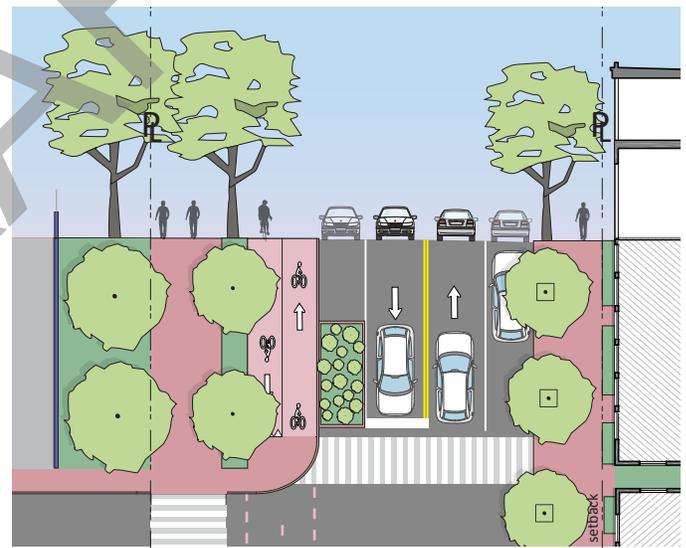
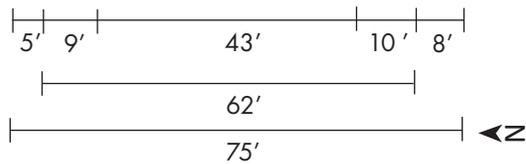
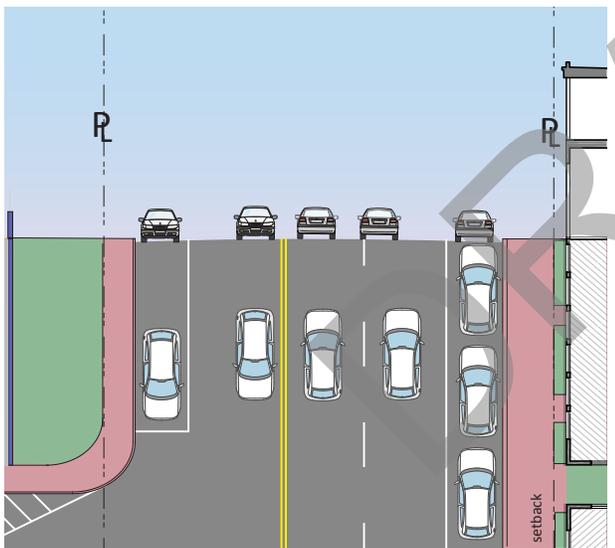
The adjacency to both North Shore Park and the 71st Street commercial district makes the 72nd Street and 73rd Street pair an important east-west axis connecting Park View Island, Carlyle Avenue, Harding Avenue, Collins Avenue and the beachwalk.

The traffic does not justify the amount of space wasted on asphalt. The dimensions of the right-of-way on 72nd Street and 73rd Street allow for several different variations of protected and unprotected bicycle facilities and green features on both 72nd Street and 73rd Street.

One 10' wide travel lane in each direction allows cars to flow while freeing enough street space for improved bicycle and pedestrian accommodations. A two-way grade separated bike lane can be added to the north side of the street along with a tree lined median to separate the bikes from the pedestrians on the 11.5' sidewalk.

72nd Street @ Dickens Avenue
Existing Conditions

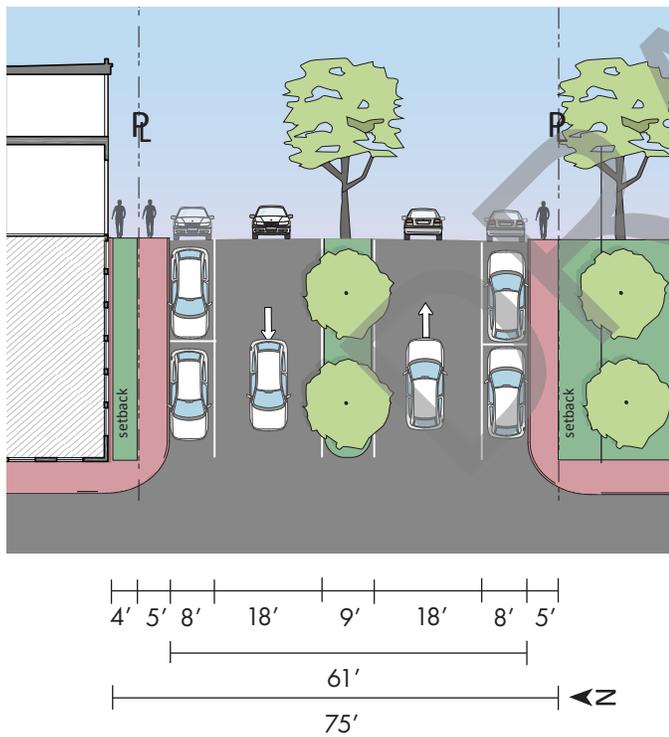
72nd Street @ Dickens Avenue
Two-way Grade Separated Bike Lane



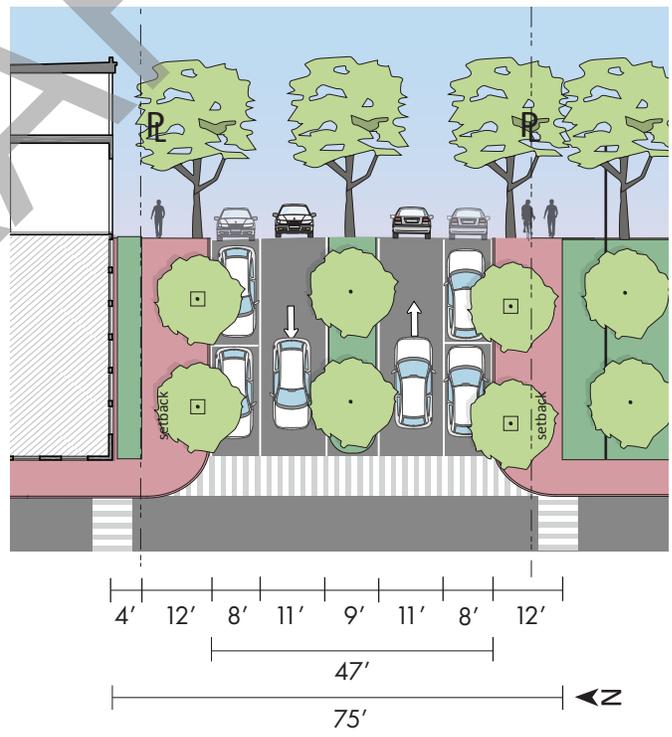
73rd Street

The proposal for 73rd Street involves widening the sidewalks to 12' and adding street trees, while correcting the width of the travel lanes.

73rd Street @ Byron Avenue
Existing Conditions



73rd Street @ Byron Avenue
Widened Sidewalks
Median + Street Trees



81st Street

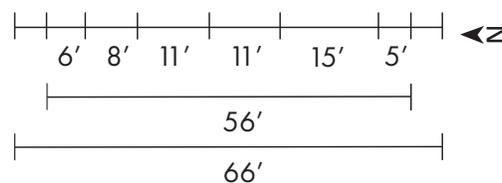
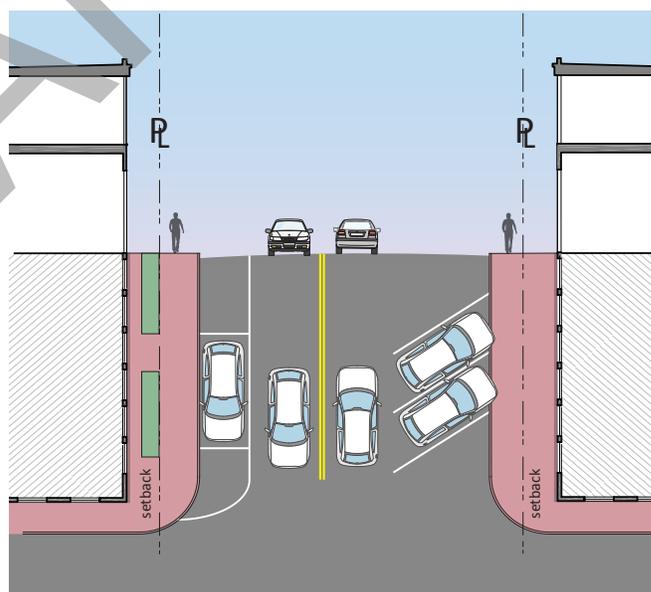
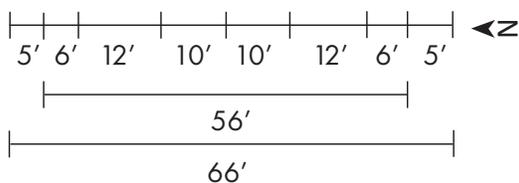
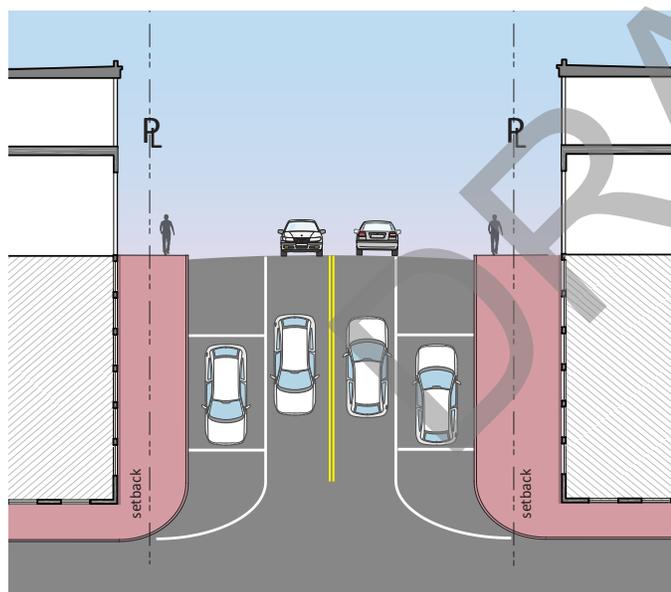
81st Street is a short 4 block east-west segment that connects North Shore Open Space Park and the Atlantic Trail with the neighborhood of Biscayne Point. Because 81st Street connects to the existing pedestrian bridge to Biscayne Point to the Atlantic Trail, it is a natural bicycle pedestrian connection to North Beach. The most recent Bicycle and Pedestrian Master Plan designates this corridor as a “Heavy Greenway”. As detailed in the Street Design Guide, a heavy greenway is a low volume neighborhood street with closely spaced shade trees.

81st Street between Collins Avenue and Harding Avenue Existing Conditions

This section of 81st Street has two travel lanes (one in each direction, with on-street parallel parking on both sides. Most buildings meet the sidewalk at the property line; if not, they are within five feet of the property line.

81st Street between Harding Avenue and Dickens Avenue Existing Conditions

This section of 81st Street has two travel lanes (one in each direction) with on-street parallel parking on the north-side of the street and angled parking on the south-side of the street. Most buildings meet the sidewalk at the property line, or within 5 feet of the property line.

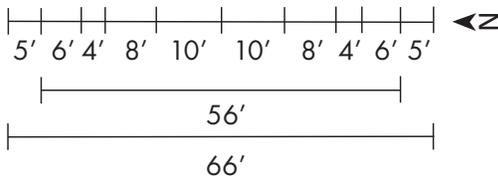
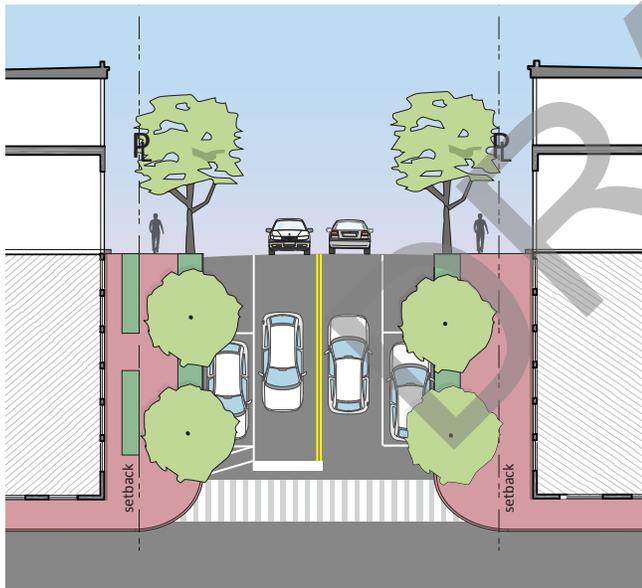


Proposed Conditions

Heavy Greenway = Traffic Diversion + Street Trees

In the context of 81st Street, a heavy greenway will involve the following elements:

- Build a traffic diverter at the southeast corner of Tatum Waterway Drive, Dickens Avenue, Byron Avenue, and 81st Street intersection to lower the volume of traffic on 81st Street and limit the right turns from Tatum Waterway Drive onto Dickens Avenue and to 81st Street.
- Convert 25 angled parking spaces to parallel parking spaces.
- Narrow the travel lanes to ten feet and create eight foot sidewalks with street trees spaced 25 feet apart in a landscape strip.
- Add a traffic circle at the intersection of 81st Street and Abbot Avenue.
- Create a large bulbout / traffic diverter on the northwest side of the intersection of 81st street and Collins Avenue to divert cut through traffic on 81st Street coming from Collins Avenue.



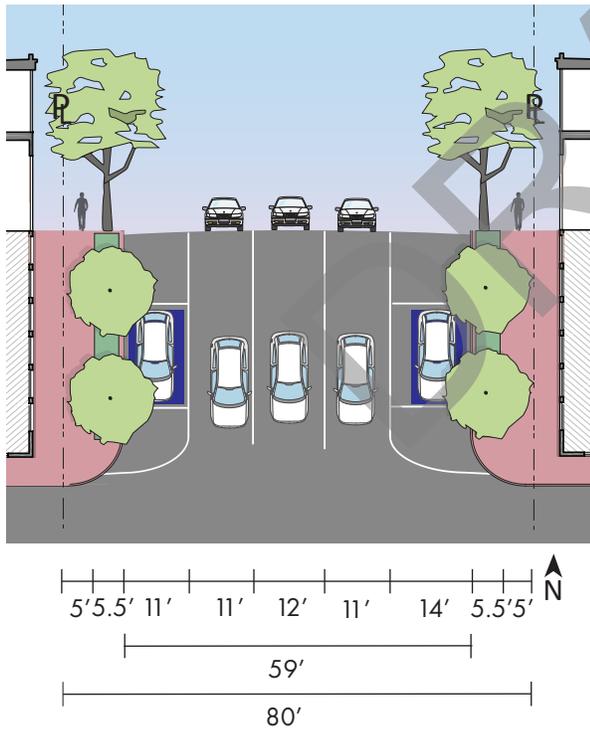
Harding Avenue

Cities all over the country are reassessing the use of one-way streets. More often than not, they are the result of an antiquated planning paradigm that prioritizes high speed, high volume car travel through cities, instead of slow speed, and transit alternatives that move higher volumes of people.

The Harding Avenue-Collins Avenue one-way pair can be better designed and function with improved mobility if they are each restored to two-way travel. Harding Avenue, north of 71st Street, has two distinct conditions, shown below.

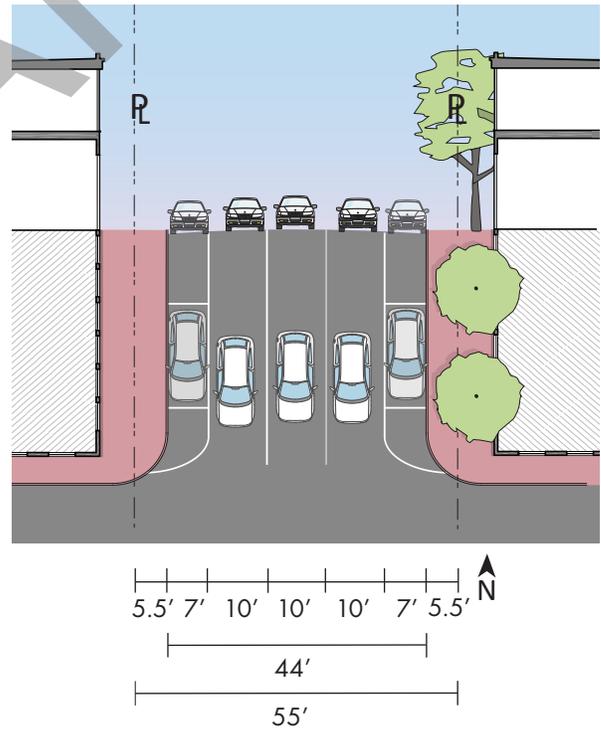
Harding Avenue between 71st Street and 75th Street Existing Conditions

This section of Harding Avenue has three travel lanes heading south with on-street parking on both sides of the street. Sidewalks are typically five feet wide and there are street trees within a consistent planting strip.

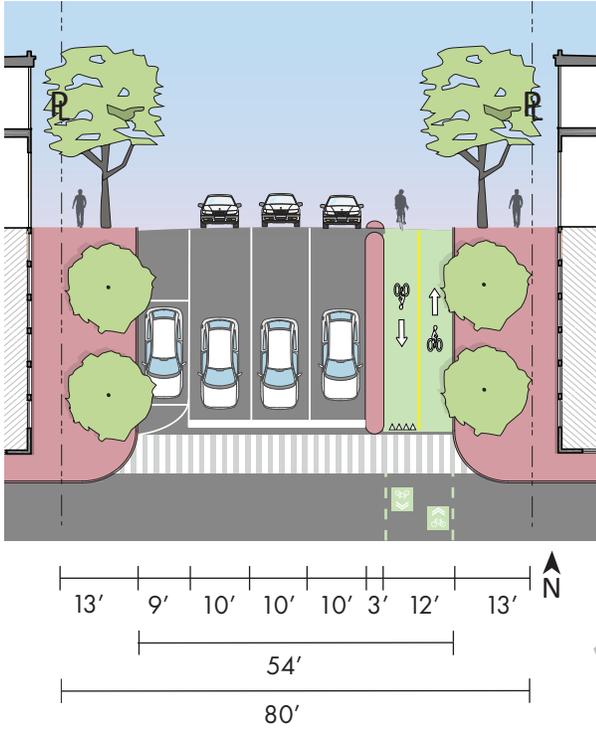


Harding Avenue between 85th Street and 75th Street Existing Conditions

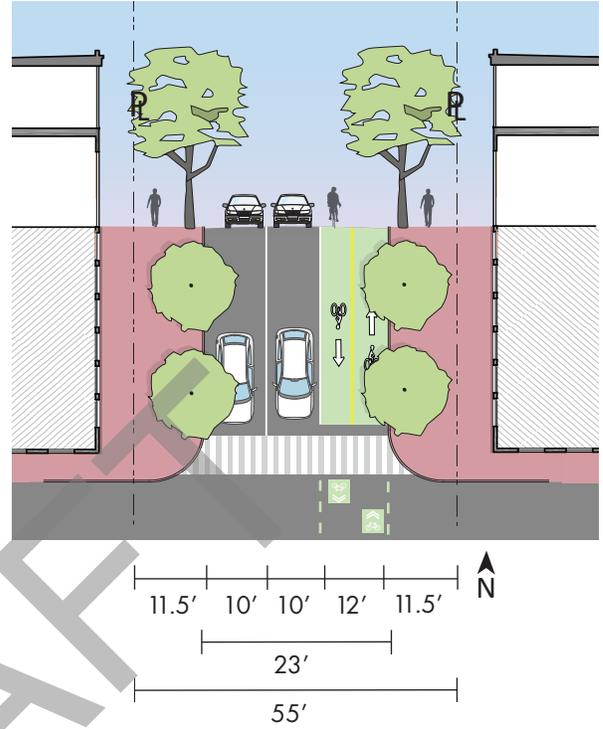
This portion of Harding Avenue is a narrower condition, but maintains three south bound lanes with on-street parking on both sides of the street. Occasionally trees are present within the setback.



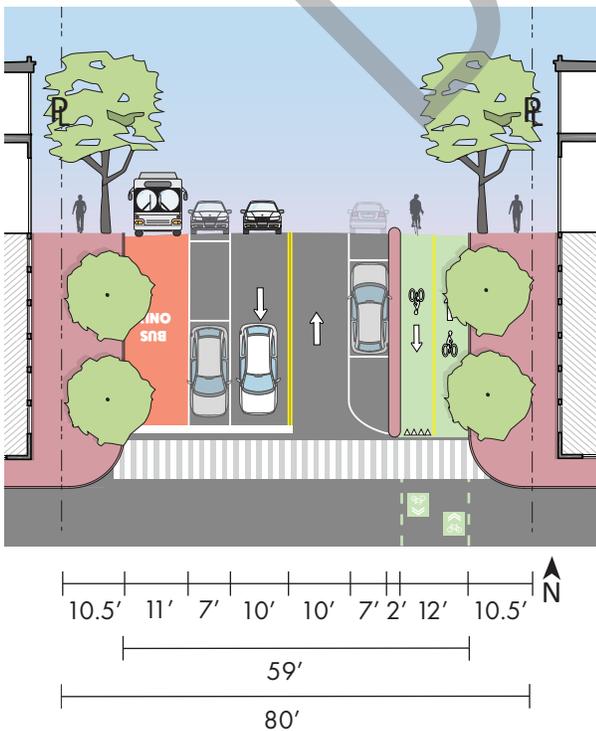
Harding Avenue @ 71st Street
Proposed Protected Bike Lanes
One-Way Travel



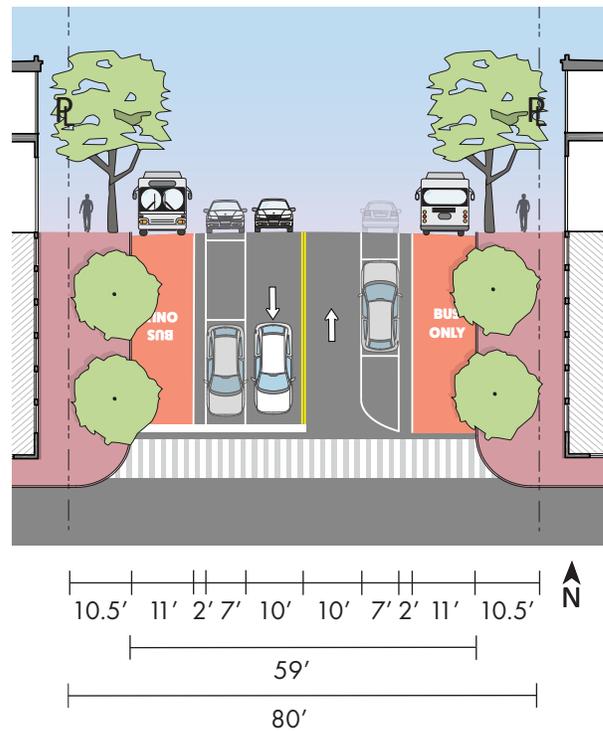
Harding Avenue @ 85th Street
Proposed Protected Bike Lanes
One-Way Travel



Harding Avenue @ 71st Street
Bike Lanes, South Bound Transit
Two-Way Travel

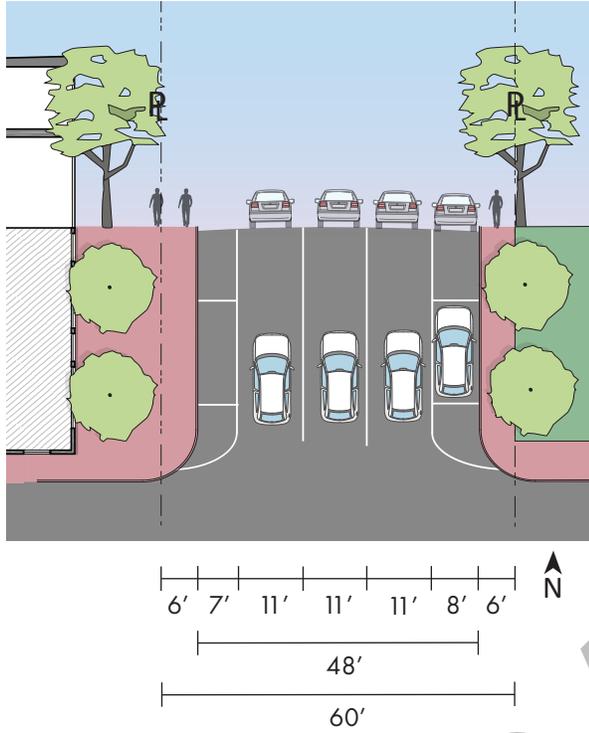


Harding Avenue @ 71st Street
Exclusive Transit Lanes + Parking
Two-Way Travel

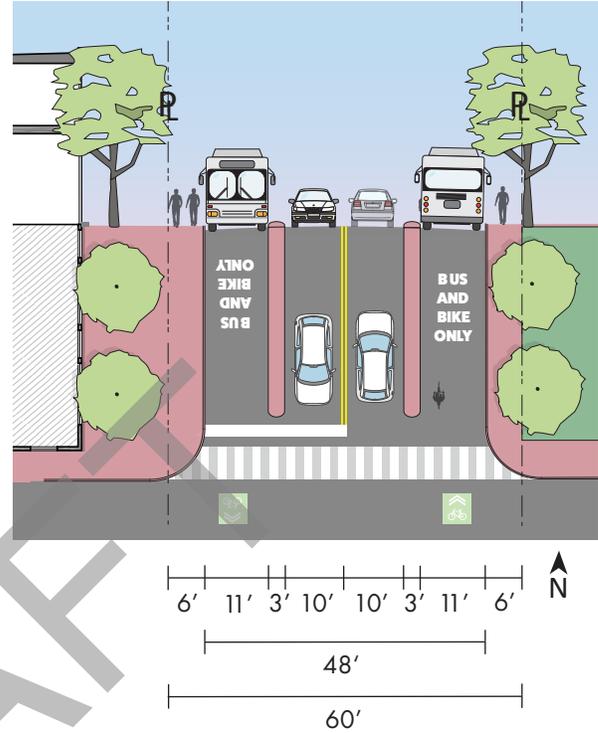


Collins Avenue

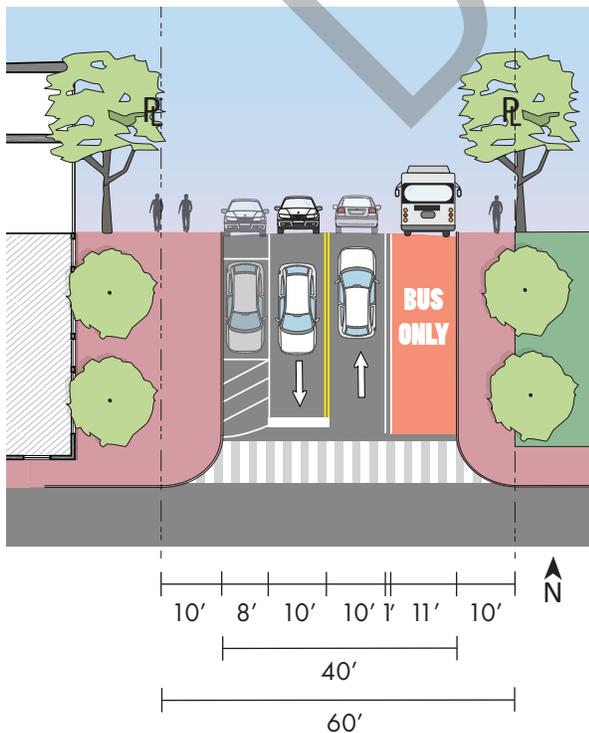
Collins Avenue @ 85th Street
Existing Conditions



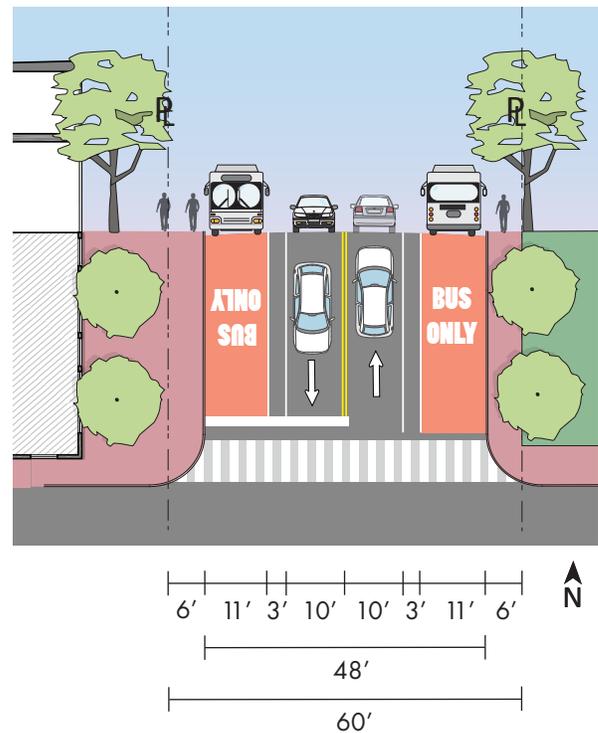
Collins Avenue @ 71st Street
Two-Way Travel & Dedicated Transit



Collins Avenue @ 85th Street
Two-Way Travel On-Street Parking
Dedicated Transit



Collins Avenue @ 71st Street
Two Way Travel & Dedicated Transit

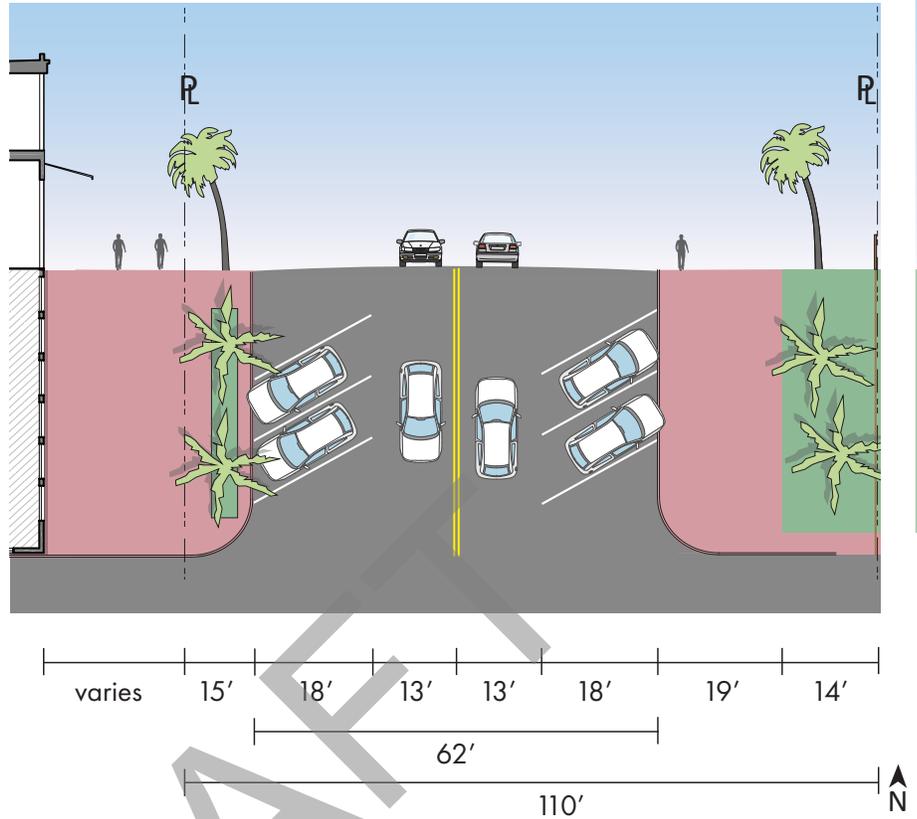


Ocean Terrace

Existing Conditions

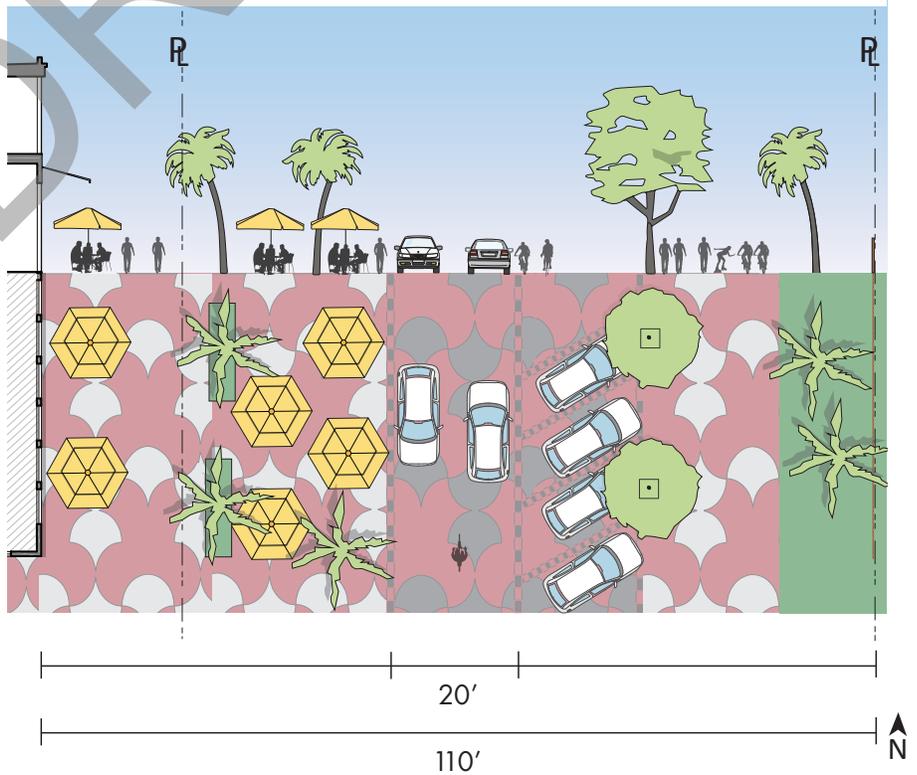
A potential signature project for North Beach could be the creation of a curbless, shared space on Ocean Terrace between 73rd Street and 75th Street.

The existing condition of Ocean Terrace is one with angled parking on both sides of the street, few shade trees and a very wide pavement area.



Shared Space

Making Ocean Terrace a destination will involve more than new development. Designed as a curbless shared space, Ocean Terrace can become one of the most elegant public spaces in Miami Beach. The pavement design can subtly indicate primarily pedestrian space from space that cars may occupy. At certain key times, such as during festivals and street fairs, the street can be closed to cars completely with simple metal bollards.



Future Mobility and Parking Facilities

Intercept and District Wide Parking

District wide parking, intercept parking and improved local circulators can be used to address parking concerns in the North Beach areas.

Parking may seem scarcer than it is, if a space is not found directly in front of one's destination, even though parking may be available a short distance away. A district wide parking solution should be utilized within the busier areas of North Beach; the emphasis should be on letting people know about underutilized nearby spaces, using signage and modern smart phone applications.

Intercept parking allows people to park as they enter North beach from the west, north and south. By providing garages along with easy transit options to get around North Beach, visitors can park once and utilize other modes of travel to get around the area. Additionally, it is used to improve the ability of the users to shift

transportation modes while reducing the demand for parking elsewhere in area.

Visitors and residents alike would be able to park their vehicle and comfortably complete their journey throughout the district via trolley, bus, bicycle or on foot, and avoid the hassles associated with finding additional parking elsewhere and for multiple destinations.

There are several parcels in the study area that could be used for this purpose. Further study by the City will identify the most suitable location for such a facility.



In addition to an intercept parking hub, the intra-coastal shoreline also presents an opportunity for the creation of a new waterfront esplanade at the Western entrance to Normandy Isle, from the 79th Street causeway. This walkway could link across multiple properties and be broader in places, narrower in others. Some spots could feature quiet garden paths and others lively terraces for waterfront outdoor dining. This esplanade, visible as one enters the city from the west across the causeway, could be one of the signature public spaces of North Miami Beach.

New Technology and Getting Around

As the automobile industry shifts away from fossil fuel dependence, parking garages are increasing the supply of electric vehicle charging stations, to support the growing number of hybrid and fully electric vehicles.

Parking structures are also being re-invented to serve as energy production sites. Solar panel infrastructure is being installed in garages that have the top floor open to the sky. The electricity generated can supply enough energy to power the parking structure alone or expanded to supply the needs of adjacent properties. As North Beach grows these types of solutions should be integrated as part of a comprehensive strategy to maximize energy efficiency.

Car share companies like Zipcar, ride share companies like Lyft or Uber, bike share and self-driving cars affect our need for parking and the infrastructure needed for transit. Self-driving trucks are being tested in Miami-

Dade County by the Metropolitan Planning Organization (MPO), the entity responsible for planning long-term transit needs, and self-driving personal vehicles are being tested by the Broward County MPO. This is significant because it means that the time-frame for implementing self-driving technologies may be close at hand and should be considered as part of decision-making moving forward.

Bike Parking

Parking has traditionally been considered the domain of the automobile, but more and more people are opting to ride their bicycles or motorcycles instead. Bicycle parking stations should be built to accommodate them throughout North Beach.



Solar charging at an Arizona State University garage



An example of bicycle parking garage in Geneva, Switzerland

Recommendations

Short-Term

Connect the dots:

- Create a trolley service that connects the North Beach Trolley to Mid-Beach and South Beach;
- Create dedicated bus lanes;
- Convert bike lanes into protected bike lanes;
- Create new public parking structures;
- Reduce parking requirements;
- Synchronize traffic lights; and
- Plant shade trees.

Mid-Term

Become Truly Mobile:

- Create intercept parking garages and require the use of trolleys and buses to get around North Beach;
- Create bike parking stations;
- Plant shade trees; and
- Install electric charging stations

Long-Term

Full Range of Options:

- More frequent buses that are faster due to dedicated transit lanes;
- Pay before you board options for transit;
- Create more protected bike lanes; and
- Plant more shade trees.

Protect & Enhance Neighborhoods

Historic Districts

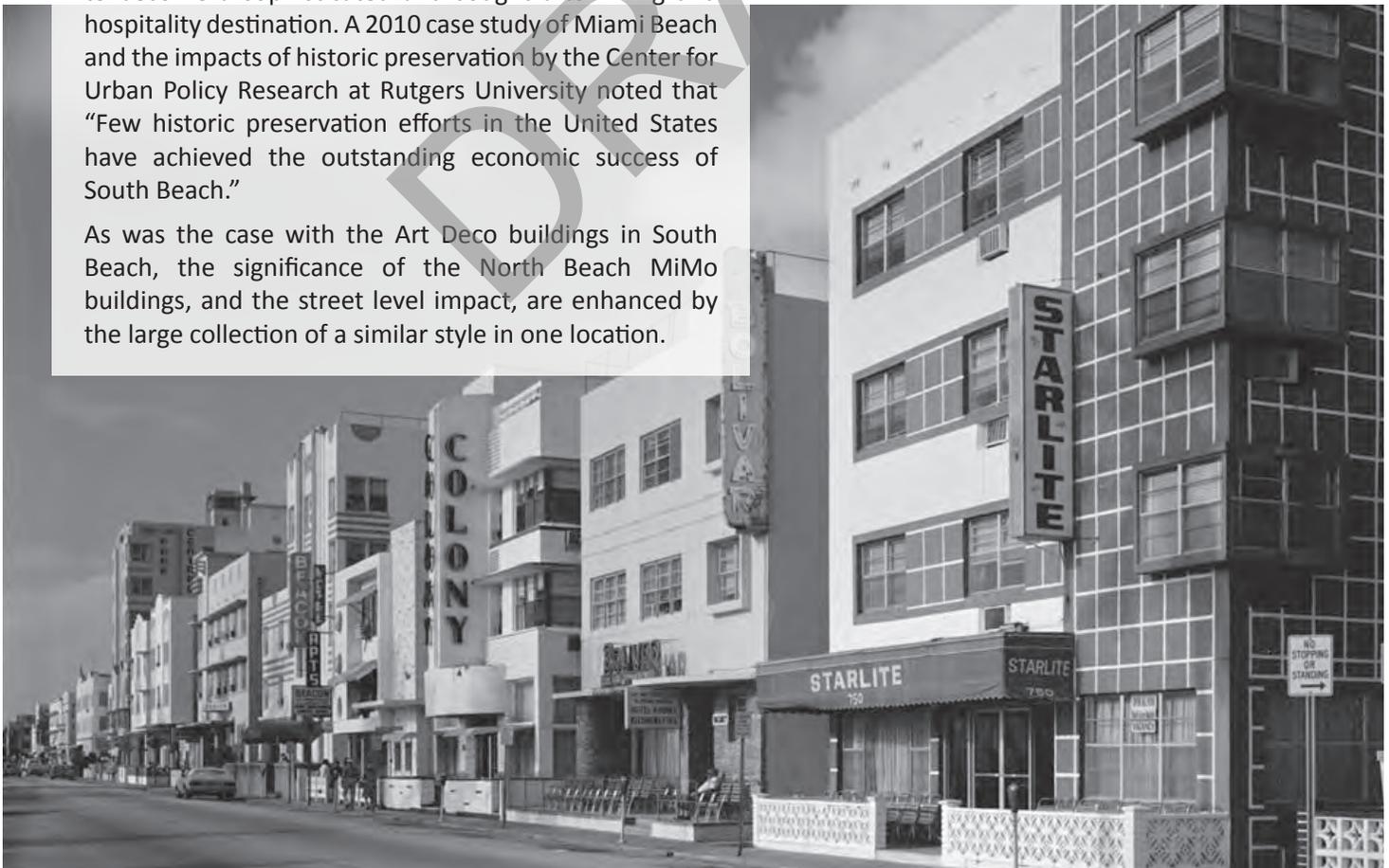
North Beach has a character and identity that is unique; both the people that live there and the structures they occupy are distinct. Without a vision for the future, the past can easily be erased, one building at a time. Strategies for achieving the desired physical and economic revitalization, through the protection of the existing neighborhoods and assets, are essential.

Learning from the Art Deco Revival

Redevelopment strategies that prioritize historic preservation and related improvements have been successful all around the world. Preserving historic buildings provides a cultural and visual connection to the past, but also ensures desirable diversity in the urban design of a place and allows for an organic and incremental revitalization process. While there are hundreds of examples of this approach, South Beach illustrates a successful, local example.

The preservation and adaptive reuse of Miami Beach's Art Deco District which includes the Flamingo Park neighborhoods served as a catalyst for reinvestment and desirable development in an area that as recently as the 1980s was full of blight. The success of preservation and adaptive reuse in South Beach has led Miami Beach to become a sophisticated and sought after living and hospitality destination. A 2010 case study of Miami Beach and the impacts of historic preservation by the Center for Urban Policy Research at Rutgers University noted that "Few historic preservation efforts in the United States have achieved the outstanding economic success of South Beach."

As was the case with the Art Deco buildings in South Beach, the significance of the North Beach MiMo buildings, and the street level impact, are enhanced by the large collection of a similar style in one location.





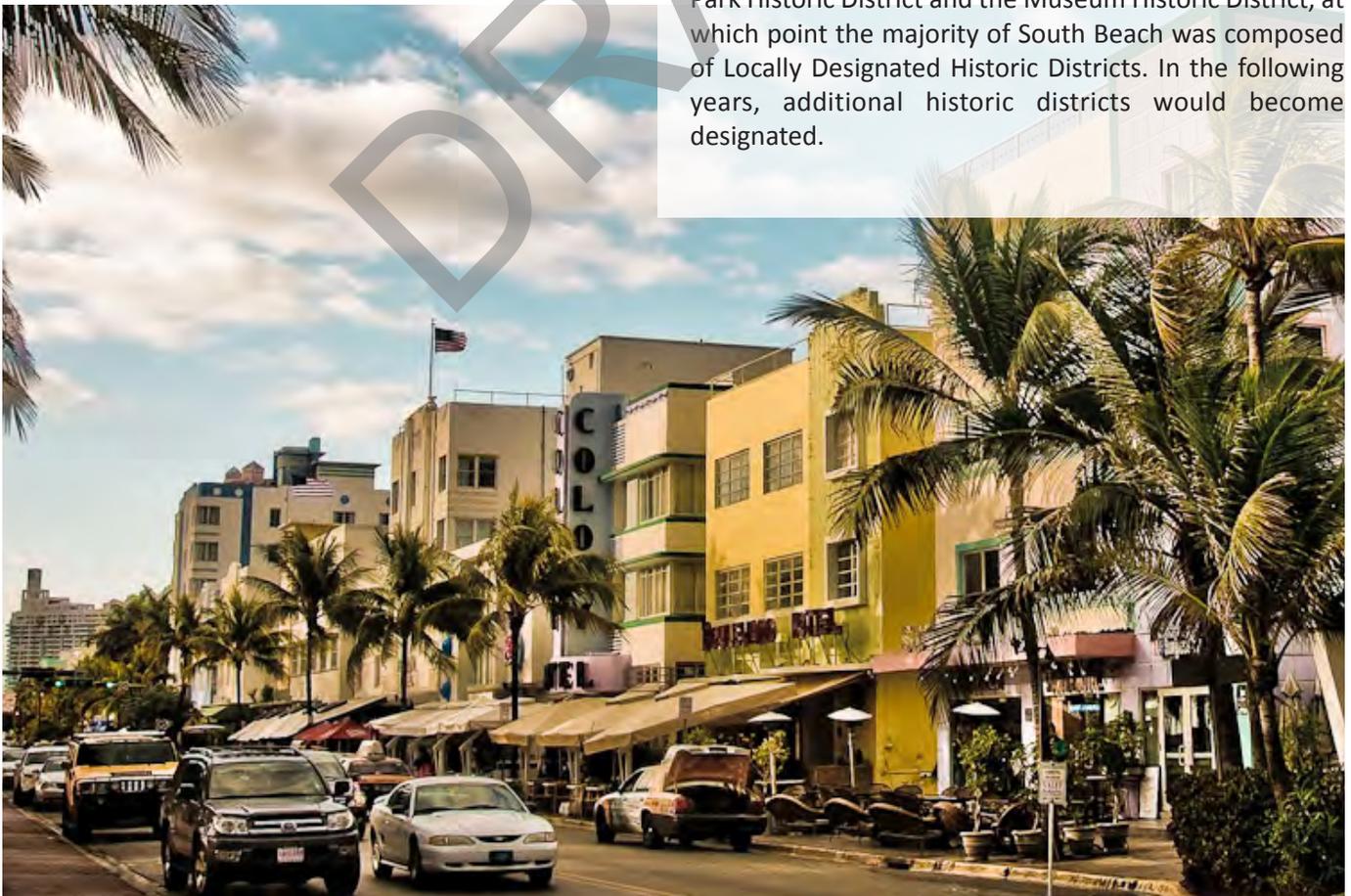
Preservation and Economic Growth

Historic preservation creates continuity with history and provides a reminder that great accomplishments are timeless. Nevertheless, the economic effects of historic preservation are critically important. Arguably, in South Beach, economic development from preservation and tourism resulted in real estate development that led to a necessary rebirth of Miami Beach.

In 1979, the process of preserving Miami Beach began when the Miami Beach Architectural Historic District (also known as the Art Deco District) was listed on the National Register of Historic Places due to the efforts of the Miami Design Preservation League. The following decade would build needed public awareness and support for historic preservation to be successful, starting in 1984 with the hit TV show *Miami Vice*, which featured Miami Beach as the primary setting.

In 1986 the first Local Historic Districts were declared: the Espanola Way Historic District and the Ocean Drive/Collins Avenue Historic District. North Beach had its own locally designated historic district just one year later, when the Altos Del Mar Historic District was declared in 1987.

In 1990, South Beach locally designated the Flamingo Park Historic District and the Museum Historic District, at which point the majority of South Beach was composed of Locally Designated Historic Districts. In the following years, additional historic districts would become designated.



In Miami Beach, the combination of affordability, beachfront location, stylish architecture and acceptance of diversity, began to attract new demographics through the late 80s and 90s. This revitalized the art scene and consequently, the nightlife scene.

There are several ways that preservation can help to create economic benefit including the following:

- **Job creation:** Restoring and preserving historic structures creates new spaces for businesses and can subsequently create job opportunities.
- **Property values:** Many people place personal value on historic buildings, others simply value uniqueness. Restored historic structures typically have a positive effect on the local market.
- **Tourism:** The historic quality of Miami Beach sets it apart from most other beach vacation destinations, attracting both those interested in history and those avoiding generic places.
- **Localization:** Repair and preservation keep money in the local economy. Also, smaller buildings attract small, local businesses rather than large chains.

Types of Historic Designation

There are multiple types of historic designation and it is important to distinguish between them.

National Register Historic District

The National Park Service’s National Register of Historic Places is a part of a national program to coordinate and support efforts that identify, evaluate, and protect America’s historic resources. There are no protections against local demolition or alterations of structures, but there are some federal tax benefits and incentives associated with the National Register.

Locally Designated Historic District

Patterned after the National Register, the Miami Beach historic designation ordinance (Sec. 118) seeks to preserve and protect those properties that have special significance to Miami Beach, the State of Florida, and the United States. There are protections against demolition or alterations as well as various local tax benefits and incentives for contributing structures within Locally Designated districts.

Neighborhood Conservation District

A Conservation District is a more flexible way to protect a neighborhood than a Local Historic Designation. It can protect an area from inappropriate development by instituting regulations with regard to scale, character, massing, alterations, lot sizes, block sizes, and rights-of-way, as well as limited protection from demolition.

	Local Historic District	Conservation District	National Historic District
Protection from Demolition & Alteration	Yes	Limited	No
Tax Benefits and Incentives	Local	No	Federal
Preserved Scale, Massing & Lot Size	Yes	Yes	No
Controlled Architectural Character	Yes	Yes	No
Protection from Federal Government Actions	No	No	Yes
Protection from Local Government Actions	Yes	Some	No

Contributing Structures

Contributing Structures are defined as buildings and structures that demonstrate the significance of the district through architectural expression, time of construction, historic contribution and association with people of civic and cultural importance.

Noncontributing Structures

Noncontributing structures are the buildings and structures that have been recently built, or have been changed to such a degree that they are no longer recognizable from the time in which they were built.

Existing National Historic Districts

Within the **North Shore** and **Normandy Isles National Register Historic Districts** and the **North Beach Resort Local District**, an impressive 722 buildings – out of a total of 826 – are designated as contributing buildings. The designation process completed in 2009, included a rigorous architectural and historical analysis to determine which buildings were contributing structures.

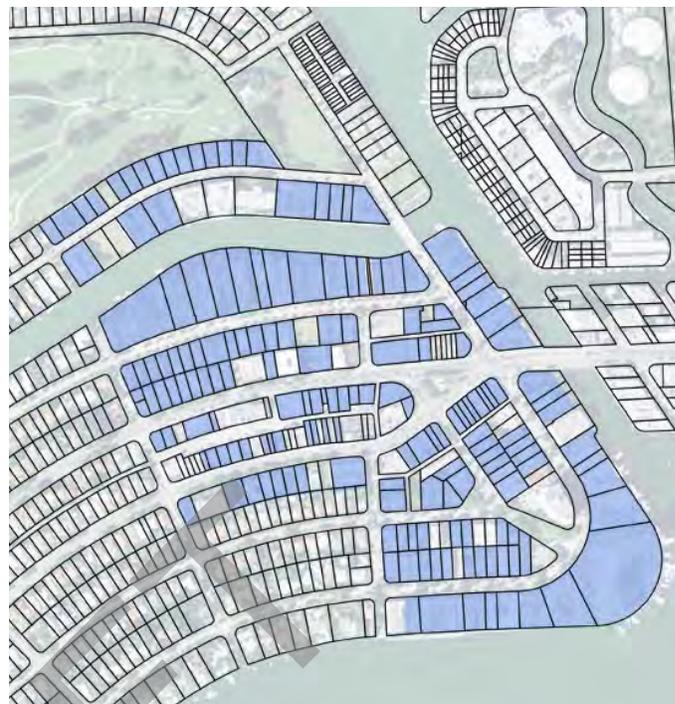
The Normandy Isles Historic District encompasses approximately 82 acres, 14 block areas with 237 buildings included within its boundaries. Of those 237 buildings, 201 are considered as contributing to the historic character of the district. The remaining 26 non-contributing structures are either less than 50 years old, or have been so altered that they are no longer true to their original character.

The North Shore National Historic District covers an area more than double that of Normandy Isles, at 175 acres, and is often referred to as the RM-1 area, short for the “Residential Multi-family, low-intensity” zoning district. It includes 569 buildings of which 473 are considered contributing and 96 non-contributing. The predominant architectural typologies represented in the area are single-family dwellings, modern hotels, moderne apartment buildings, bungalow courts, postwar hotels, postwar motels, garden apartment buildings, moderne commercial buildings, postwar commercial buildings and religious and public buildings built between 1935 and 1963.

Although development began in 1925, the construction that occurred was relatively limited by both the end of the Florida boom in 1926, and the Stock Market crash in 1929 that effectively stopped building activity. The majority of the buildings within this historic district were built after World War II, and as a result, reflect the characteristics of a “Modern” age.

The majority of the contributing buildings in North Beach can be considered examples of Miami Modern, or MiMo, which is the predominant architectural style that originated in the Miami area as a local adaptation of the global modernist architectural movement. MiMo buildings include both the glamorous resort hotels like the Fontainebleau and Eden Roc as well as more modest garden style apartments and hotels. Both categories include the whimsical architectural flourishes like sharp angles, delta wings, boomerangs, curved walls, pylons, and metal and concrete sun screens which are MiMo’s characteristic elements.

There are no single-family residences in the Normandy Isles Historic District, rather it is made up of apartments, commercial and retail establishments and office buildings. The platting of the district in the 1920s produced a series of small individual lots (50 foot lots) continued after the war. As a new world emerged, many of the buildings in the historic district reflect characteristics that are best described as Modern.



The Normandy Isles National Register District contains 201 historically significant or contributing structures.



The North Shore National Register District contains 473 historically significant or contributing structures.

Local Historic Districts

Designating an area as a Local Historic District affords it the highest level of protection available. Contributing structures in a Local Historic District become harder to demolish or significantly alter, and the methods for accomplishing this are customized to fit the needs of the individual district. Local design review guidelines are established to regulate any new construction or adaptive reuse, and a preservation commission is created to oversee the district. Once established, the district can only be undone by voter referendum.

The Miami Beach Historic Preservation Board has been charged by the Commission to insure that the city recognizes the important reminders of its past. In neighborhoods like North Beach, the objective is to revitalize the area while ensuring that the “character-defining” features are not destroyed. Too frequently critics of historic preservation share some anxiety about the designation of their property. There is a misconception that no changes to the property can be accomplished under local designation. In fact, the Historic Preservation Board routinely reviews applications for changes and new construction, but never reviews routine repairs where the replacement components are the same.

Existing Local Historic Districts

The Altos Del Mar Historic District was designated in 1987, comprised of six blocks from the The Altos Del Mar No. 1 subdivision, which was platted in May of 1919 by prominent Dade County developers, the Tatum Brothers. This was one of the first residential developments in North Beach, initiating a wave of growth that lasted until the end of the Florida boom. Most of the original structures have been lost to time, while those that remain are hidden from the public along Atlantic Way, now a private gated street. All of the properties along Collins Avenue have built walls and hedgerows to obscure them from view.

The Harding Townsite/South Altos Del Mar Historic District was designated in 1996 and includes the site of the first inhabited settlement on Miami Beach, the Biscayne House of Refuge. In 1921 the land would be returned to the public domain by president Warren G. Harding, and was subsequently platted and sold at auction, but due to the Great Depression it took until the 1950s for construction to be completed. As a result, this district includes numerous historical architectural styles including Art Deco, Streamline Moderne, and MiMo.

The North Beach Resort District, which stretches along the east side of Collins Avenue, from 71st Street to 63rd Street, became a Locally Designated Historic district in 2004. Many of the resort hotels built here in the postwar period embody the MiMo style at a very different scale from the low rise examples found elsewhere in North Beach. Some of the most notable hotels in this district are the Deauville, the Carillon, the Casablanca, the Sherry Frontenac, and the Monte Carlo. The Beatles broadcast their second appearance on the Ed Sullivan Show from the Deauville, which was also a favorite performance locale for the famous Rat Pack, as well as entertainers such as Bing Crosby, Judy Garland, and Jerry Lewis.





1950 artists rendering of the Lincoln Terrace Villas



Lincoln Terrace Villas today

Neighborhood Conservation Districts

As a result of the high standards and sometimes difficult requirements for creating a historic district, municipalities must often seek other ways to protect and enhance the neighborhoods they see as historic. One method of doing this is through the creation of Conservation Districts.

A relevant local example can be found once again in South Beach, named the Gilbert M Fein Historic Neighborhood Conservation District, established in October 2005. Fein was a prominent architect of the Post War Modern movement, with more than seventy low-scale apartment buildings built in Miami Beach, which define much of its unique character.

Because of its proximity to the bay, several properties around the area had already petitioned for up-zoning. These properties would eventually be demolished and rebuilt in 2008 as the Capri South Beach condominium complex. In reaction to these applications, the neighborhood held a meeting, which was attended by 71% of the property owners, and the decision was made to pursue a Conservation District. As a Neighborhood Conservation District, pressure could be brought to bear in objecting to future upzoning requests.



The Gilbert M Fein Neighborhood Conservation District in 2015, surrounded on all sides by high rise development

Recommended Historic Districts

Create Two New Local Historic Districts.

The proposal for which portions of the National Register districts should become locally designated relies on work carried out by the Historic Preservation Board. Two new local historic districts are recommended: The North Shore Local Historic District and the Normandy Isles Local Historic District. Without the creation of **local** historic districts there is no way to preserve historic structures from demolition.

However, Local Historic Districts are, at this time, only recommended for the portions of the National Register Districts where the most historically significant structures are concentrated and where contiguity with the South Altos Del Mar & Harding Townsite Local Historic District can be established. The remainder of the National Register Districts would have essential qualities such as scale, massing, and height preserved through the creation of two new Neighborhood Conservation Districts.

In South Beach, local historic districts grew physically in size as their benefits were realized beginning with the Espanola Way Historic District and the Ocean Drive/Collins Avenue Historic District and then expanding to include the Flamingo Park Historic District and the Museum Historic District. Should the new local historic districts in North Beach prove popular and realize the benefits to property values, tourism, and quality of life that are expected then the local historic districts could be expanded.

Create Two New Neighborhood Conservation Districts.

A neighborhood conservation overlay district is a zoning tool used to preserve, revitalize, protect, and enhance significant older areas within a community beyond what is specified in the standard code. As described earlier in this section, the Gilbert M Fein Historic Neighborhood Conservation District in South Beach, is an example of a neighborhood conservation district that has preserved essential qualities while still allowing redevelopment.

Engage the Historic Preservation Board and Planning Department to Determine the Exact Boundaries.

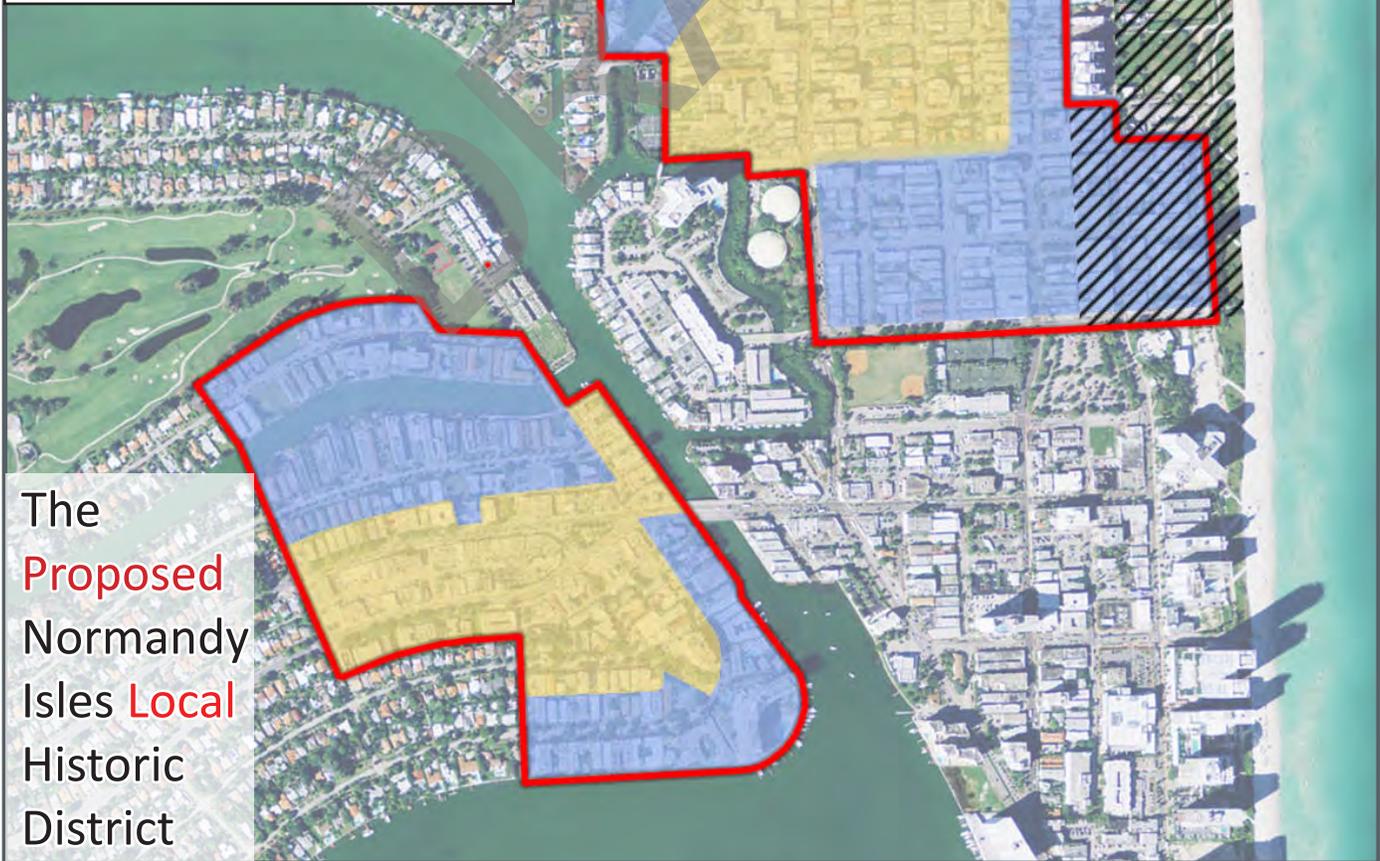
The map on the opposite page shows recommended starting points for new local historic districts and neighborhood conservation districts. However, the map is not specific to lots. The exact boundaries of the districts should be worked out after a detailed examination of historic assets.

Since the creation of the two National Register Districts in North Beach, new development has occurred and both historically significant and contributing structures have been altered. For this reason further study is recommended to determine the exact boundaries of any new local historic districts and Neighborhood Conservation Districts.

Recommended Historic Districts

-  Existing National Register Historic Districts
-  **Approximate** Boundary for New Locally Designated Historic Districts
-  **Approximate** Boundary for New Neighborhood Conservation Districts
-  South Altos Del Mar & Harding Townsite Local Historic District

The **Proposed** North Shore **Local** Historic District



The **Proposed** Normandy Isles **Local** Historic District

Transfer of Development Rights (TDR)

There has been substantial discussion and support for increasing development intensity in the Town Center along 71st Street provided the measure was coupled with local historic protection of the National Register Historic Districts through the creation of a Transfer of Development Rights (TDR) districts.

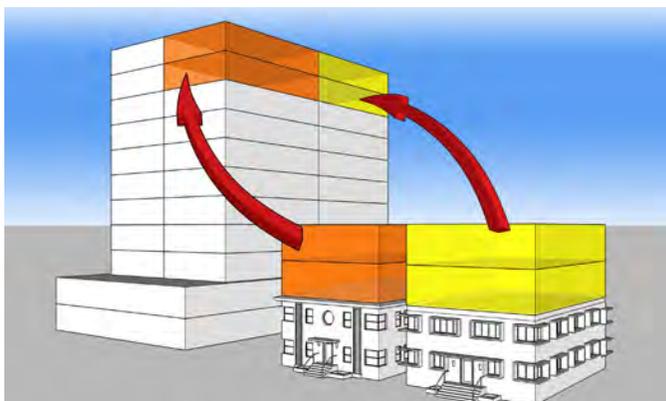
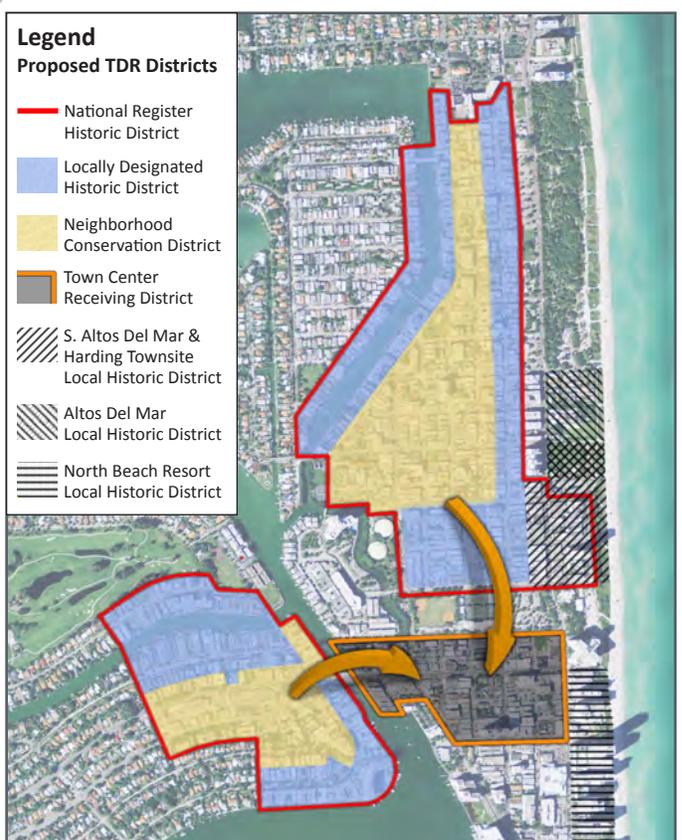
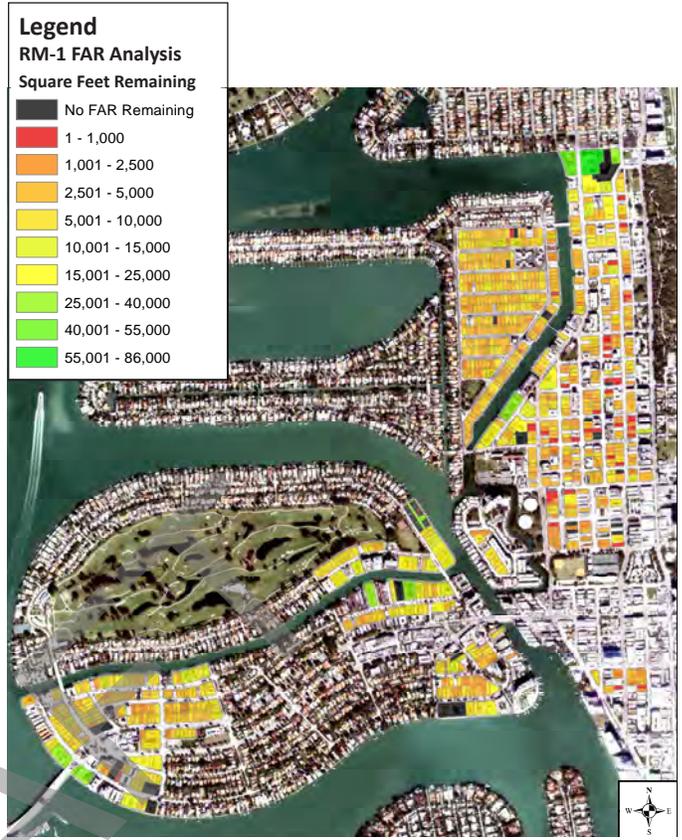
A TDR program tends to be composed of sending and receiving districts. A TDR strategy aims to utilize private market forces to accomplish two objectives. First, to protect open space and architectural character within the sending district by transferring inherent development rights to more suitable locations. Secondly, receiving districts are enabled to become more vibrant and successful by receiving the transferred development potential from the sending district.

In essence, development rights are transferred from one district (the sending district,) to another (the receiving district). The receiving buildings may still be limited by absolute maximums in FAR and/or height.

In the fall of 2014, the Mayor’s Blue Ribbon Panel on North Beach recommended the creation of a TDR overlay district for the Town Center. The City’s Planning Department analyzed the contributing structures in the North Shore and Normandy Isles National Register Districts and found an excess of developable floor area of 657,382 square feet within these potential sending districts.

Create Local Historic Districts, Neighborhood Conservation Districts, and TDR Districts

The existing National Register Historic Districts should be used to create new Locally Designated Historic Districts and Neighborhood Conservation Districts. The City charter should be amended to create sending districts with boundaries based on the National Register Historic Districts, and a receiving area with the same boundaries as the Town Center. This change will require a voter referendum.



Development rights from multiple properties in a sending district can be purchased and combined in a receiving district within TDR areas.

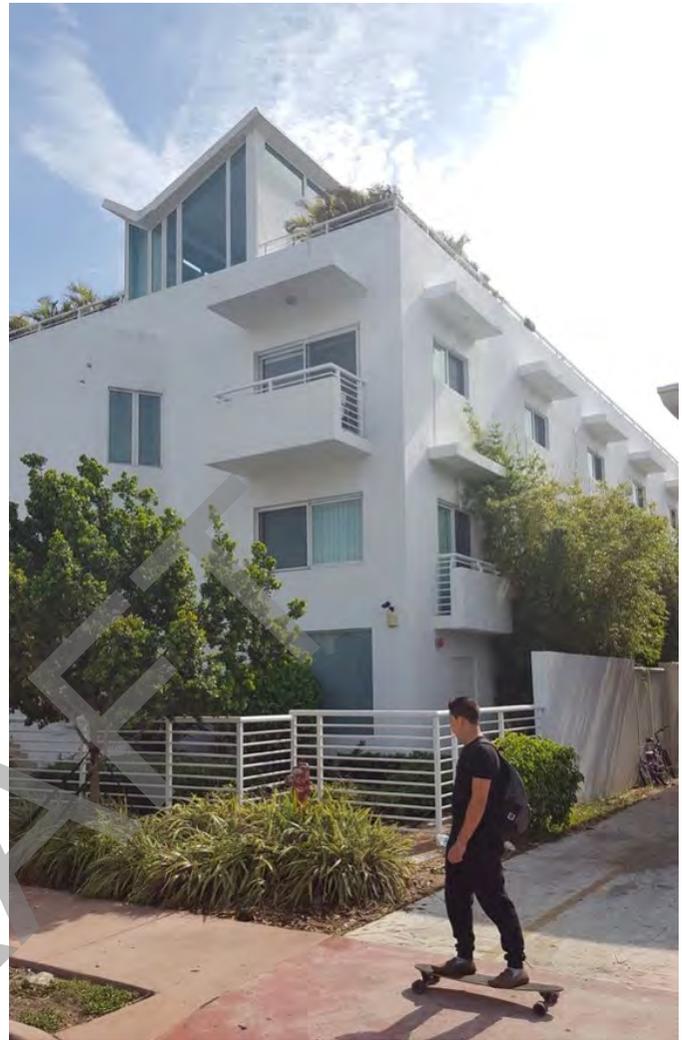
New Construction in Historic Districts

When Noncontributing Structures reach the end of their life cycle, or even when historic buildings are destroyed by natural disaster, new infill building will occur. Additionally, an owner's right to improve their property and adapt it to changing times must also be acknowledged. In these cases, the City must have strong and specific design guidelines to ensure that new construction is in keeping with the historic character of its surroundings. This can be accomplished by identifying the features, dimensions, materials, and arrangements of parts which give the district its character and requiring new construction or alterations to be in keeping with them.

This practice must be balanced however, as modern materials, construction techniques and technologies cannot be ignored. North Beach does not need to look far for examples as Miami Beach already features a large number of context sensitive infill buildings.

Regulate new construction in the Historic Districts

It is recommended that Miami Beach Ordinance Section 142-155 (a) be amended to include provisions to guide new construction and rehabilitation within the Historic Districts. These should be modeled on Section 142-155 (a)(3) (which guides new construction in the Flamingo Park Local Historic District) with specific requirements and measurements adjusted to match the specific characteristics of North Beach. The purpose of these regulations is to ensure that future construction will match the character, common dimensions, and other common features of the surrounding historic architecture.



Context sensitive infill building in the Flamingo Park Historic District.



New construction, at 9th Street and Jefferson Avenue, that mimics existing setbacks, heights and frontage.

MiMO Architecture and Design

Embrace and Capitalize on MiMo

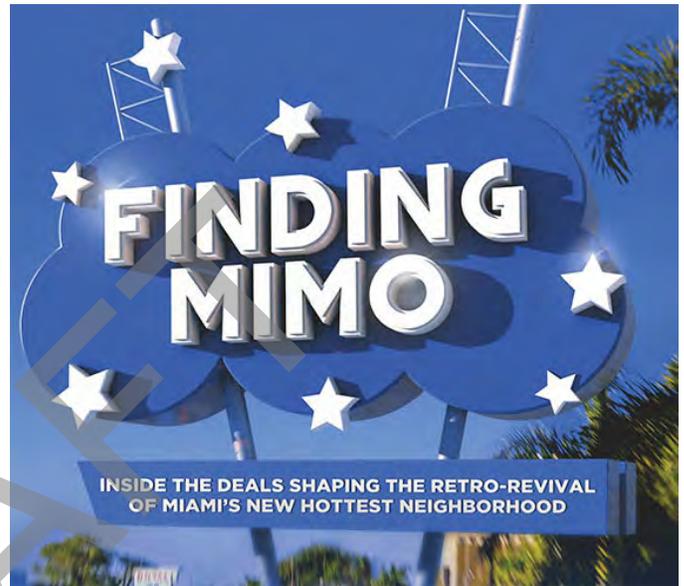
With well over 700 historically significant MiMo buildings, North Beach has the largest concentration of MiMo buildings anywhere.

By comparison, the City of Miami MiMo Historic District on Biscayne Boulevard has several dozen contributing MiMo buildings. There are dozens of renovation and new construction projects in the Miami MiMo District. The unassuming, but carefully renovated Vagabond Motel and Restaurant has experienced significant popularity based in large part on its landmark MiMo sign.

Why has North Beach been slower to achieve redevelopment success given its huge MiMo assets? The question is complicated. Comparable to the early days of the Art Deco preservation movement, some members of the community still feel that the MiMo architectural style and buildings aren't historic, while others feel that many of these buildings are a first priority for preservation efforts.

Much of the reasoning for preservation is that MiMo, the prevailing design aesthetic exhibited by North Beach's historic buildings, is a local variation of one of the most popular historic design styles, Mid-century Modern. Today, Mid-century Modern is prevalent in popular culture, furniture, design products, magazines, web sites, movies, television shows, art, advertising, and more. The design and real estate web site, Curbed, published an article "Why The World Is Obsessed With Mid-century Modern Design" (2015) that explored the deep cultural reach of the design and the reasons behind its popularity. The term "MiMo" gained traction after being coined by South Florida urban planner and activist Randall C. Robinson and interior designer Teri D'Amico.

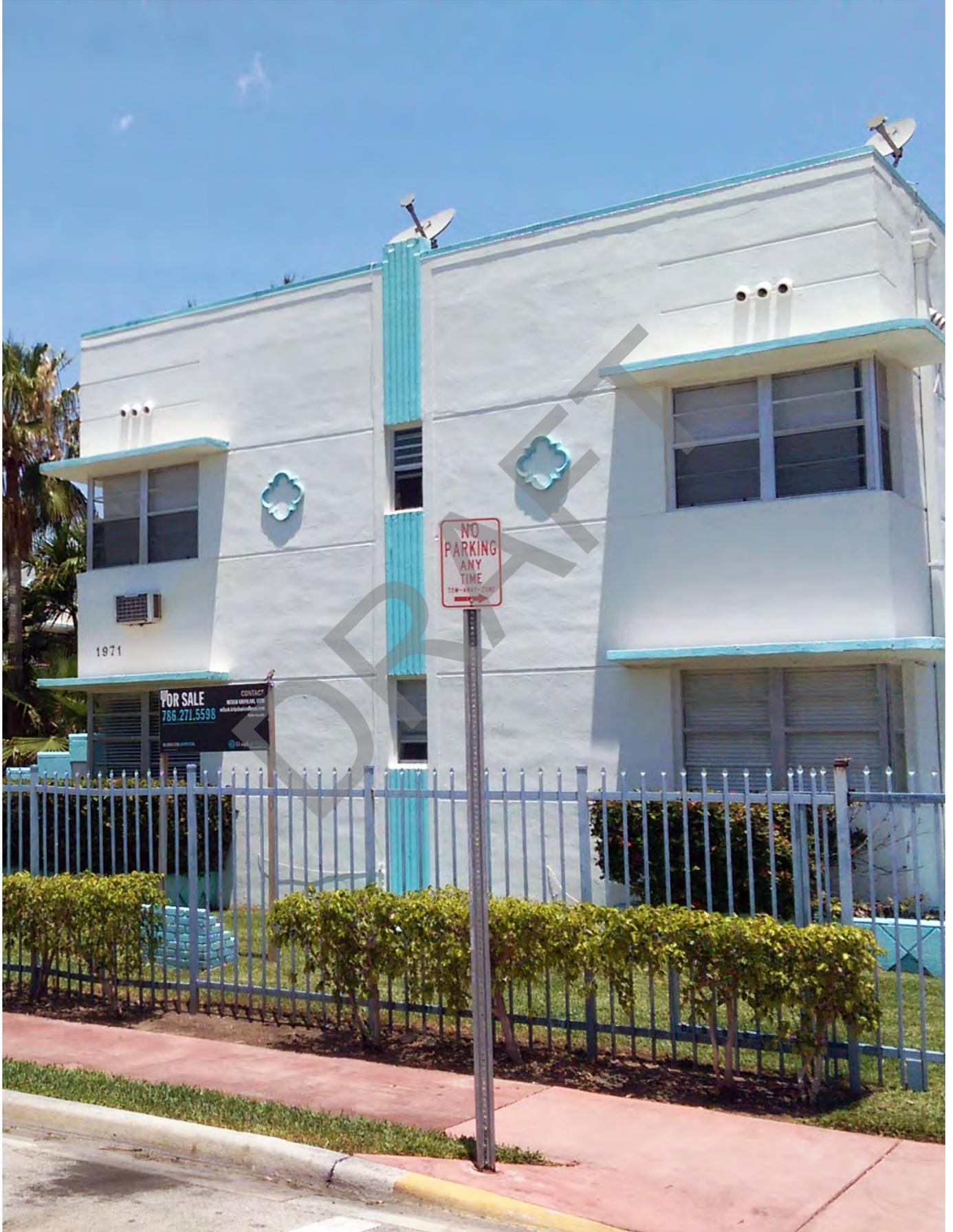
Appreciation of architectural styles is a subjective matter and there will always be varying opinions on the merits of a particular style. MiMo is a distinct and recognizable style that defines the identity of the community. North Beach's MiMo heritage is an enormously valuable asset that can be strongly embraced in redevelopment and economic revitalization strategies.



This image graced the April 2015 cover of the Real Deal, a South Florida Real Estate News source. The issue explored MiMo revival.



The Seaside Hotel at 75th Street and Collins Avenue is characteristic of the MiMo style



Adaptive Reuse and New Construction

Building in North Beach Now

During the North Beach charrette, a number of developers expressed that it was unprofitable for development to occur without substantial increases in existing development rights.

With the possibility of future changes to development rights still in question, it is helpful to examine recent development projects that have made it through the approval process based on existing regulations to see how historic preservation, adaptive reuse, and new construction is currently accomplished on North Beach.

7500 Collins Avenue

At 7500 Collins Avenue, developers converted a run-down garden apartment building into a boutique hotel. The project was completed in early 2015, featuring 40 fully furnished rooms with original restored pine wood floors and full kitchens. The hotel enjoys high ratings on various hotel reservation sites. The hotel was approved with very limited on site parking.



7500 Collins Ave

8204 Harding Avenue

At 8204 Harding Avenue, the developer obtained Design Review Board approval in March 2015 and Planning Board approval in April 2015 for the construction of a new four-story, 13-unit residential building that includes mechanical lift parking for 20 cars.

The project required variances to waive the required width for a two way driveway, the minimum pedestal front, and the interior side and some of the side setbacks. The new structure will also be connected to the courtyard of an existing two story Art Deco building at 8200 Harding Avenue that will have three residential units.

The project has received support because it allowed the preservation and reuse of the adjacent historic building. However, the project was later submitted to the Design Review Board for revisions which were denied.



8204 Harding Ave



8421 Crespi Blvd

8421 Crespi Boulevard

In 2015, a project at 8421 Crespi Boulevard, received a permit for a new five-story, multi-family residential building, on two adjacent lots. The project includes 16 units, 26 parking spaces, and five boat slips. Parking for the project, which can often be problematic, will be provided by a mechanical lift, which is an expensive solution to meet the parking requirement. The building permit was due to expire in February 2016, but was granted a one-year extension in part due to revisions in the ground floor elevation required by the City to meet a planned raised sidewalk.

8521 Harding Avenue

In April 2014, at 8521 Harding Avenue, construction began on a 24-unit boutique condominium project that involved completely renovating and adding onto three buildings on three adjacent lots. There was extensive marketing for the project which was named NoBe House. However, construction stalled for unknown reasons and the property was eventually sold to a new owner in January 2016 for nearly double the original purchase price. The original developer was reported by the media as having come to a realization after working with the City on the project that the property was better suited for use as a hotel. The new owner's plans and current project status are unknown.

Improving the Existing Development Process

As recent project approvals demonstrate, it is possible to move forward on projects in North Beach with existing development rights and within the existing development approval process.

However, owners who overpaid for a property will have a tough time making a project work with current development rights. For other owners, understanding lessons learned from successful development projects could give them the knowledge and confidence to move forward with their own projects.

A North Beach property development workshop is recommended; this will help property owners discuss techniques and best practices for redevelopment within the historic North Beach neighborhoods. For example, several North Beach projects that have received recent approval have utilized mechanical lift systems as a parking solution. Sharing information about these complex systems with other property owners may be useful. A workshop of this sort could also highlight the substantial federal, state, and local incentives that exist for historic preservation projects.

Inviting a visionary developer to speak at a North Beach Property Development Workshop would also help to provide general insights on how to successfully move through the project application process. In addition, the City could partner with a local university or an organization like the Urban Land Institute to bring expert advice to the workshop.

Developers of historic renovation and reuse projects often encounter obstacles because the development process is intended for new construction. The City has a detailed existing ordinance that describes Practical Difficulty and Hardship Criteria, which can be used by City staff to recommend minor variances for projects. It is recommended that the City create a workshop for planning, zoning, and historic preservation staff, as well as developers, architects, and attorneys in order to review the City's development approval process, specifically as it relates to rehabilitating historic structures. A workshop of this sort will help to identify any additional reasonable and warranted approval process changes.



5821 Harding Ave

Affordable Housing

Affordable Housing

Providing a diversity of housing types at a range of prices is both a goal and a major challenge for many cities. The City of Miami Beach aims to balance the desirable physical and economic revitalization of North Beach with the retention of needed affordable housing.

Mixed housing types and mixed incomes are companions to the concept of mixed use within a building, which is intended to promote social diversity, transportation efficiency and urban vibrancy. A mix of uses in a location means that different user groups will visit the location at different times, for different purposes, which creates a more stable and vibrant neighborhood.

Cities typically pursue economic development and redevelopment strategies; economic strategies need to be coupled with adequate local housing policies in order to retain existing residents. If economic strategies and housing initiatives are not pursued simultaneously, residents may find that the improvements that have resulted from economic development have created higher property values -- that in turn make housing unaffordable.

This process is particularly acute when moderate to low income areas are subjected to sociocultural factors which result in an area being perceived as trendy and desirable, bringing a wave of dramatic housing cost increases and accelerated redevelopment. Without advanced housing policies that protect existing residents, the introduction of a single well-designed high income project in a low income area can start a rapid trend for higher income housing. This process of gentrification results in social justice concerns, as long time residents are priced out of a neighborhood.

When considering affordable housing strategies, cities should keep in mind the complexity of the problem and the options available to address the concerns, including subsidies, acquisition, and regulatory mechanisms.

Market conditions will always set rent prices, and people have to make individual choices based on the market. This means that as cities redevelop and become more attractive places to live, and as developers improve their buildings and build higher quality buildings, rental prices will inevitably increase. In this situation, progressive housing policies are required so that increased rents do not exceed the means of some current residents whose only option will be to move to a less expensive area. As a luxury resort destination, this is especially true in Miami Beach. Cities can set a reasonable achievable target for affordable housing, a certain percentage of the total housing, for instance, and work to achieve it.

Affordable Housing in Miami Beach

Affordable housing is a major issue for the entire South Florida region. As the recovery from the 2008-2009 recession gained traction in 2012, developers again began building a substantial number of new buildings in Miami Beach, but almost all of them targeted upper middle to very high income buyers and renters. The trend continues while high unit purchase records are broken every week.

Increasing rents have made South Florida one of the country's most expensive regions to find housing, and Miami Beach is one of the most expensive cities in the region. Real estate website Zillow released a report on 2015 rental rates, noting that Miami Beach renters allocate more than 56% of their monthly income to rent.

South Beach in the 1980s had a high concentration of blight and poverty. While North Beach never experienced the lows of poverty that South Beach reached, it has remained a lower to moderate income neighborhood for a longer period of time. This has meant that housing rates remained relatively low compared to surrounding neighborhoods, but that the appearance and condition of some buildings have suffered.

The traditionally affordable concentration of two-story apartment buildings in the North Shore area of North Beach are now experiencing increases in rent. In addition, high income, high-rise development south of 71st Street and north of 87th Terrace is also in progress. As buildings within the low-rise areas of North Shore, Biscayne Beach, and Normandy Isles have been slowly redeveloped, rental prices have also slowly increased. The reality of housing rental cost increases and gentrification have become major concerns for many of the residents in North Beach.



Typical moderate income apartment building in North Beach

Current Affordable Housing Strategies and Practices

Protecting and Assisting Renters

Most cities have laws that provide protections for renters specifically, eviction schedules, procedures, and building conditions. Currently, tenants are fairly well protected in Miami Beach.

The primary strategy for assisting renters is providing federally funded housing vouchers through the Housing and Urban Development Section 8 program. The Housing Authority of the City of Miami Beach (HAMCB) manages the Section 8 housing voucher program in Miami Beach; there are few opportunities for increasing the supply of vouchers. While the vouchers can be used anywhere for a unit that meets requirements, the voucher can only be used for a limited amount of money, and as rent prices increase, apartments may not be affordable even with the voucher assistance.

Increasing the Supply of Affordable Housing

Increasing the supply of affordable housing is the most direct way that cities can provide more affordable housing for residents. This can be achieved through a variety of options.

“Increasing the supply of affordable housing is the most direct way that cities can provide more affordable housing for residents.”

1. The City of Miami Beach Housing Authority (CMBHA), Owns, and Operates Affordable Housing

One of the main ways the City of Miami Beach has worked to provide affordable housing to date, has been through the efforts of the HACMB, which is one of the ten largest housing agencies in Florida.

HACMB operates a variety of programs with different requirements, service locations, and target groups including the elderly, families, the disabled, and people with AIDS. HACMB also operates dedicated affordable housing at a number of South Beach locations including the historic Blackstone Apartments on Washington Avenue, and the Rebecca Towers elderly complex in South Point.

More recently HACMB has renovated and constructed several new projects, including the 30 unit Steven E. Chaykin Apartments and 21-unit Leonard Turkel Residences in South Point. These historic renovation and new construction HACMB properties feature the same high quality design and construction standards of adjacent luxury developments.

Another option cities also use for creating more funding for affordable housing, is the passing of a bond to fund the effort. For example, in November 2015, San Francisco passed a \$310 million bond to build new and preserve subsidized apartments. The City of Oakland is currently considering a \$50 million dollar housing bond. The City of Miami Beach should explore the City’s ability to handle a modest affordable housing bond.

Additionally, the City should avoid competing with the private development market for land and construction resources during boom periods.



Rendering of the HACMB Leonard Turkel property in South Beach

2. The City Contributes Funding or Property for the Construction of Affordable Housing by an Affordable Housing Developer

This approach is the most widespread for creating affordable housing in the United States. With this strategy, a city works with designated for-profit and non-profit affordable housing developers in bundling federal, state, and local affordable housing funds, along with private sector affordable housing funds to finance a project. If a project is located within a CRA district then CRA funds can also be utilized (this is the case with the Plaza at the Lyric in Miami).

Most of the large scale affordable housing projects in Miami-Dade County have been built using the affordable housing developer strategy. Without proper management, however, this strategy can be ineffective. There have been a number of instances in recent years in which developers have illegally profited from affordable housing projects. In 2015, four prominent Miami developers were convicted in federal court for the theft of government funds. Careful oversight of affordable housing developers is a critical requirement.

Many projects developed with this approach are usually located in transitional neighborhoods and are fairly large. Perhaps, for these reasons, there has not been a large development proposed in Miami Beach that utilizes this strategy. However, the City should consider examining the feasibility of using this approach for an appropriately located and sized.

3. The City Requires Developers to Dedicate a Percentage of Units for Affordable Housing in New Construction Projects

Under this approach, known as Inclusionary Zoning, a City requires developers to set aside a percentage of units for low to moderate income renters. The strategy has been in practice around the country since the middle 1970s. Hundreds of communities now have some sort of inclusionary zoning provision. The practice is widespread in California and the Northeastern United States but there are few examples in Florida.

There is often disagreement about inclusionary zoning. Property owners have argued that it is a taking of their basic rights. Critics have argued that the provisions are often weak, requiring only a few units to be set aside, which encourages existing older affordable housing with many units to be replaced with new luxury projects.

In some cases, dramatic increases in development rights have been added as a bonus for including affordable units. New York City has utilized this approach and is dramatically expanding the program as it is seen as the only feasible way to produce the large amount of housing needed.



Rendering of Plaza at the Lyric affordable housing project in Miami



Affordable housing developer project in Wynwood

4. The City Regulates the Size of Units to Reduce Construction and Housing Costs

The concept of reducing the minimum size of apartments has been around for a long time. Reducing the minimum size of units can make them more affordable to build and rent. Units in big cities have typically been smaller due to the need to create more housing on smaller parcels of land.

Micro-units, which are small apartments typically around 200 to 300 square feet and include a small living/bedroom area, bathroom, and kitchenette, emerged in the early 2000s as way to provide affordable housing for younger people in cities such as San Francisco and Seattle. Seattle has seen an increase in micro-units and allows apartments as small as 220 square feet.

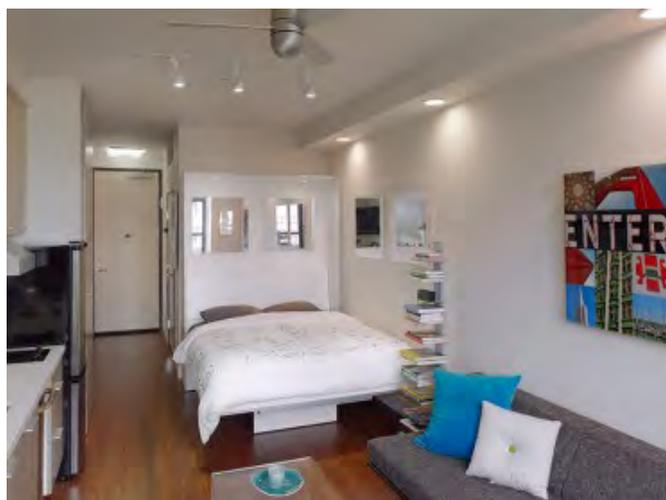
The micro-unit trend has swept the country with many cities and developers exploring variations of the strategy. In West Palm Beach, a developer has submitted plans for a 12-story downtown apartment building with 400 units of about 450 square feet or half the size of a typical one bedroom unit.

A problem with micro-unit buildings is that they can easily be perceived as being chic and trendy and high rents can still be charged for them. For a micro-unit policy to truly create affordable housing, the variances needed to build them must be tied to an affordable rental index. This is not rent control, but the cost of the developer receiving a special City benefit for being allowed to build smaller units than would normally be required.

Another potential problem with micro-units is the higher transportation and parking demand they can generate. Consideration should be given to locating them near adequate transit. Some of the potential negative impacts of micro-unit permits can be mitigated by allowing a percentage of micro-units within regular buildings rather than entire micro-unit buildings.

While precautions and careful planning need to be undertaken for allowing micro-units, it is a feasible strategy that the City of Miami Beach should explore. Like other affordable housing, well designed, constructed and maintained micro-unit projects could be a real housing asset.

DRAFT



Typical micro-unit interior layout

Normandy Isles Fountain

The Normandy Isles fountain area can become a vibrant, pedestrian-oriented shopping district with a combination of protection and enhancement. The fountain area needs to transition from its current automobile-centric layout to accommodate pedestrian movement and transit connectivity.

The street sections for Normandy Drive and 71st Street should include wider sidewalks for pedestrians, on-street parallel parking, two traffic lanes, dedicated transit lanes, and protected bike facilities. A potential change over time of the area is illustrated on the following pages.

Key

- a** Normandy Fountain
- b** Rue Vendome becomes a pedestrian street creating a large plaza connecting to the Normandy Fountain
- c** An access path is created within existing buildings in order to provide access to Maimonides Street
- d** Maimonides Street becomes an active street instead of an alley
- e** Existing historic buildings remain
- f** Vacant lots get developed creating a more continuous street frontage
- g** Parking garage off of Rue Versailles Drive creates a bank of parking for users visiting Normandy Isle
- h** Normandy Drive and 71st Street get restriped with protected bike and dedicated transit lanes
- i** Existing Pump station gets redesigned or incorporated in to a new structure.



EXISTING CONDITIONS

The Normandy Fountain was recently restored; however, crosswalks, providing safe passage to it only exist on the 71st Street side. The fountain is currently framed by vehicular right of ways, including Rue Vendome, on the west, 71st Street to the south, Normandy Drive on the north, and a turn around at the east end of the fountain.



Existing Conditions

PHASE 1

Phase one enhances the Normandy Isle Fountain by attaching it to the block. The Chase Bank building and parking lot are also redeveloped to include retail, office and residential.



Phase 1

PHASE 2

Redevelopment occurs on the other side of a new pedestrian street that connects to Maimonides Streets with shopfronts on the ground floor and residences above.



Phase 2

PHASE 3

The pedestrian passage extends through the rest of the block by converting the existing Maimonides Street alleyway into a narrow, pedestrian-friendly street with active ground floor businesses.

PHASE 4

A final phase extends the redevelopment of nearby underutilized sites. All new development should respect the existing mix of uses, and include office buildings, residential apartment buildings, and retail. The addition of residential and office development are critical to the success of ground floor retail in Normandy Isles.

Historic buildings should be preserved, and new buildings should respect the scale and character of the existing neighborhood. It is important that the historic character of Normandy Isles be preserved with compatible urban architecture that defines the street and engages the pedestrian. Parking in Normandy Isles can be accommodated in mid-block parking structures lined with habitable spaces.



MAIMONIDES STREET

Maimonides Street has the possibility to become one of the truly magical places in North Beach. Its hidden, narrow, winding route leads directly to the heart of Normandy Isle. Today this street functions mostly as an alley providing rear service access to adjacent properties. With coordinated effort over time, the street could become a much more inviting space for people.

This could happen in stages. First steps might focus on artfully enlivening adjacent building surfaces with lower cost techniques such as wall murals. Trees could be added to provide pockets of shade. The street surface could even become a canvas for artistic treatment with colorfully patterned pavers.

Over time, Maimonides Street could continue its transformation into a space less for cars and more for people. Kiosks and pavilions could house restaurants, shops and art spaces. Existing businesses could enhance their patio spaces, facing the street with seating and dining areas. Additional trees can be added to create more continuous shade. Whimsically designed lighting could help transform Maimonides Street into an especially enchanting place at night.



Business Improvement District

The City should consider the creation of a Business Improvement District (BID) in North Beach that would serve to assist business operators and property owners in implementing a unified identity for the area.

Merchants can create a self-taxing district that would create a funding source to pay for such items as street cleaning, graffiti removal, private security services, facade or streetscape improvements. This entity could also pay for a small staff whose job would be to coordinate the implementation of a revitalization strategy for the area.

Typically a Merchants Association would be created first and would meet regularly to establish a set of common goals. Its stakeholders can elect a board of directors who will be responsible for managing the administrative duties of the BID. The members would have to identify all the parcels on a map in order to establish the BID boundaries, at which time they would work with Miami Dade County and the City administration to establish the self-taxing district.

COLLINS AVENUE BETWEEN 73RD STREET & 75TH STREET

The two blocks of Collins Avenue between 73rd and 75th Streets house neighborhood serving retail services including restaurants, convenience stores, bars, a bike/skate shop, a Kosher deli, pharmacies, a bank, and nail and hair salons. There is a mix of one and two story buildings built in the MiMo style.

In the last decade the City received a CDBG grant to fund streetscape enhancements such as signage improvements, installation of awnings and facade restoration. However, not all buildings were able to take advantage of that program. There are at least three types of street lights installed along the corridor and a variety of signage styles. This “mish mash” of styles and levels of restoration results in a lack of cohesion that could be resolved by creating a unified character for this strip. This type of project, is something that a BID would be instrumental in implementing, as long as this strip is included within the catchment area of the potential district.

DRAFT

Below: A snapshot of some of the facades along the East side of Collins Avenue.



Recommendations

Historic Districts

- Create Local Historic Districts, Neighborhood Conservation Districts, and TDR Districts
- Regulate new construction in the Historic Districts

MiMo Architecture and Design

- Preserve valuable MiMo design assets.
- Legal historic building protection should be extended to the National Register Historic Districts.
- Promote the MiMo Districts through wayfinding and signage.
- Continue to develop an understanding and appreciation of MiMo design.
- Develop and hold an annual MiMo signature event.

Adaptive Reuse and New Construction

- Hold a North Beach Property Development Workshop to share development lessons and incentive information.
- Hold a City Development Process Enhancement Workshop to identify procedural changes to the development approval process which could facilitate historic preservation and adaptive reuse projects.

Affordable Housing

- Continue to slowly expand the properties owned and operated by the MBHA.
- Consider Funding Affordable Housing Construction by Affordable Housing Developer
- Explore inclusionary housing zoning programs.
- Consider reducing the minimum size of apartments when tied to affordable housing provisions.

Normandy Isles Fountain Area

- Transform the Normandy Isles fountain area into a vibrant, pedestrian-oriented shopping district with a combination of protection and enhancement of existing buildings.
- Redesign Normandy Drive and 71st Street to include wider sidewalks for pedestrians, on-street parallel parking, two traffic lanes, dedicated transit lanes, and protected bike facilities.

Business Improvement District

- Create a BID to help coordinate streetscape improvements

4. Better Utilize Public Lands

The City owns numerous properties throughout North Beach. Many of these properties are already well-utilized and they include park lands, public rights-of-way, parking facilities, the North Shore Youth Center, Ocean Rescue, Shane Watersports Center, and the North Shore Bandshell. The sheer amount of public land is an asset to the City as a whole as well as to North Beach. The City should commit to a “no net loss of public spaces” policy in North Beach.

Many of the city-owned parcels are zoned Government Use (GU). The GU district permits the development of government buildings and uses, including but not limited to parking lots and garages; parks; schools; performing arts and cultural facilities; monuments and memorials. Additional uses may be permitted by the City Commission following a public hearing. In addition, private or public-private partnership uses may also be permitted following the additional approval of the planning board.

The development regulations for GU parcels including setbacks, floor area ratio, signs, parking, etc. is determined by the average of the requirements contained in the surrounding zoning districts, however, development regulations may be modified, waived, or variances permitted.

In the past several years, many of the parks in North Beach have had improvements and enhancements. Other parks are still in various stages of larger design and implementation of improvements such as Altos Del Mar Park and the North Shore Open Space Park. Altos Del Mar Park is beginning construction to include public bathrooms, sand volleyball, bocce court, multi-use walkways, and amphitheater seating, among other features. North Shore Open Space Park is in the design stage for improvements which will include preservation of natural habitat, new picnic shelters, improved playgrounds and paths, and a new building and garage for park service vehicles.

Streets are also public lands. Numerous streets have stubs that end on the waterways. Some of these street ends have been turned into neighborhood parks. The ones that have not been improved, should be improved so that every street end is best utilized as a public amenity for the surrounding neighbors. For instance, kayak launches could be created as recommended in the Blueways Master Plan.

Some of the public properties, however, could be better utilized to facilitate reinvestment in North Beach, to increase public usage, and to help fund improvements within the neighborhoods. These properties include the Byron Carlyle Theater, the 72nd Street parking lot, and the eight blocks across from North Shore Open Space Park known as the West Lots.

- a** Stillwater Park
- b** Pump Station
- c** Crespi Park
- d** 81st Street Footbridge
- e** Tatum Park
- f** Biscayne Elementary Park
- g** Park View Island Park
- h** Water Tank Farm
- i** Normandy Shores Golf Course
- j** Normandy Isles Pool
- k** Normandy Isles Park
- l** Parking Lot
- m** West Lots
- n** North Shore Open Space Park
- o** Altos Del Mar Park
- p** Ocean Terrace Park
- q** Bandshell Park
- r** 72nd Street Parking Lot
- s** North Shore Park Community Center
- t** Byron Carlyle Theatre
- u** Fire Station #4
- v** Shane Watersports Center
- w** Allison Park
- x** Indian Creek Park
- y** Park at Street End



72nd Street Parking Lot

In its current formation, the 72nd Street parking lot contains 320 parking spaces, one of the largest surface parking lots in Miami Beach. Two entrances are on 72nd and 73rd Streets, with green buffers along Collins Avenue and Abbott Avenue. Despite the accommodation of a large number of cars while retaining a modicum of green space, the 72nd Street parking lot is rarely full and only reaches capacity during peak hours on the weekend. During business or evening hours, the lot tends to have ample parking.

Civic Use

Residents of densely populated cities typically do not have a substantial private yard. As such, they depend upon public parks and trails for their connection to nature and for their recreational needs. A great park system can provide relief from an intense urban environment, thus making a city more livable.

Converting a large portion of the parking lot into green space allows for an unbroken stretch of public land along Collins Avenue. By replacing the parking spaces with a valet lot, the connection is enhanced between the town center and neighborhoods to the north.

A prominent civic building could be located along 73rd Street, terminating the vista down Harding Avenue. The building is illustrated in the image on the right with MiMo architecture, supporting the unique historic character of the surrounding neighborhoods. The specific use of this structure could be a public library branch (replacing and enhancing the one currently located at 75th Street and Collins Avenue) or community center.

Currently, pedestrian activity along Collins Avenue is interrupted by a lack of active uses or buildings between 72nd Street and 73rd Street. Given the proximity to the beach and the town center main street on 71st Street, the corner of 72nd Street and Collins Avenue can be turned into a hardscape plaza. With improved landscaping for shade, spaces for commercial kiosks, and outdoor seating, the corner would become a popular gathering place.

In addition, a skate park, all wheels park or pump track could be incorporated, a desire expressed by the community numerous times as the most desirable location was sought. Locating a skate park at this location builds on the public uses established by the youth center, tennis center, and North Shore Bandshell.



Existing Conditions



Civic Uses

Short-Term Improvements

The first phase of the redesign would convert a large portion of the parking lot into public space, while still retaining surface parking. With conversion to valet parking, most of the existing parking spaces could be condensed into a much smaller footprint. A small portion of the new green space along 72nd Street would be made available as overflow parking to make up any deficit in a one-for-one replacement of spaces from the existing parking lot.



Short-term Improvements





Mid-term Improvements

Mid-term Improvements

In the near future, on-demand car sharing and transit use are anticipated to increase. A balanced mix of transportation options, including efficient buses, a connected bike network, walkable streets and a connected street network for cars will further decrease the need for abundant parking at all hours. Self-driving vehicles may also further change the mobility needs of the community.

A parking strategy that accommodates current and future demand should be developed. The plan should balance on-street and off-street options, and provide for easy access and efficient use of space. The city can also require new development projects to prepare and implement a transportation demand management plan to reduce parking demand and greenhouse gas

emissions. These development standards and rules can reduce Vehicle Miles Traveled (VMT) and promote transit, car sharing, bicycle parking, and other VMT-reduction strategies.

As mobility options improve, and fewer parking spaces are required, the remaining spaces can be converted into additional green space, creating a complete public space within the Town Center. With improved pedestrian, cyclist, and trolley/transit facilities, on-street parking, smaller surface lots will provide ample parking options to meet existing demand, while encouraging foot traffic.



General Recommendations

- a** Commercial kiosks activate the public space
- b** An all-wheels skate park offers an amenity to the neighborhood
- c** A recreational field can be used for a variety of sports including soccer
- d** A civic use such as a library, community center, or other, further builds on the public uses on the adjacent blocks
- e** Green space serving the surrounding businesses and residences
- f** Compatible new buildings face the street and locates parking in the rear
- g** Street trees enhance the pedestrian environment
- h** Convert Collins Avenue to two-way traffic; include a dedicated bus lane and on-street parking

Long-term Possibilities

Someday, the city might also *consider* the option of constructing a mixed-use parking garage, with retail, commercial, and office or residential units lining the garage on all sides. The scenario illustrated here holds open the option of building a public parking garage as a last resort, in the distant future, should it ever actually prove necessary.



West Lots

The West Lots consist of eight half blocks fronting Collins Avenue across from North Shore Open Space Park, from 79th Street to 87th Street. These blocks provide parking for both the local and broader community for using North Shore Open Space Park and the beach beyond. The West Lots are large enough to accommodate parking, as well as additional uses that are desired by the community. They have the potential to provide parking, open space and buildable area. The Lots provide the largest continuous civic/commercial oceanfront adjacent development opportunity in the City.

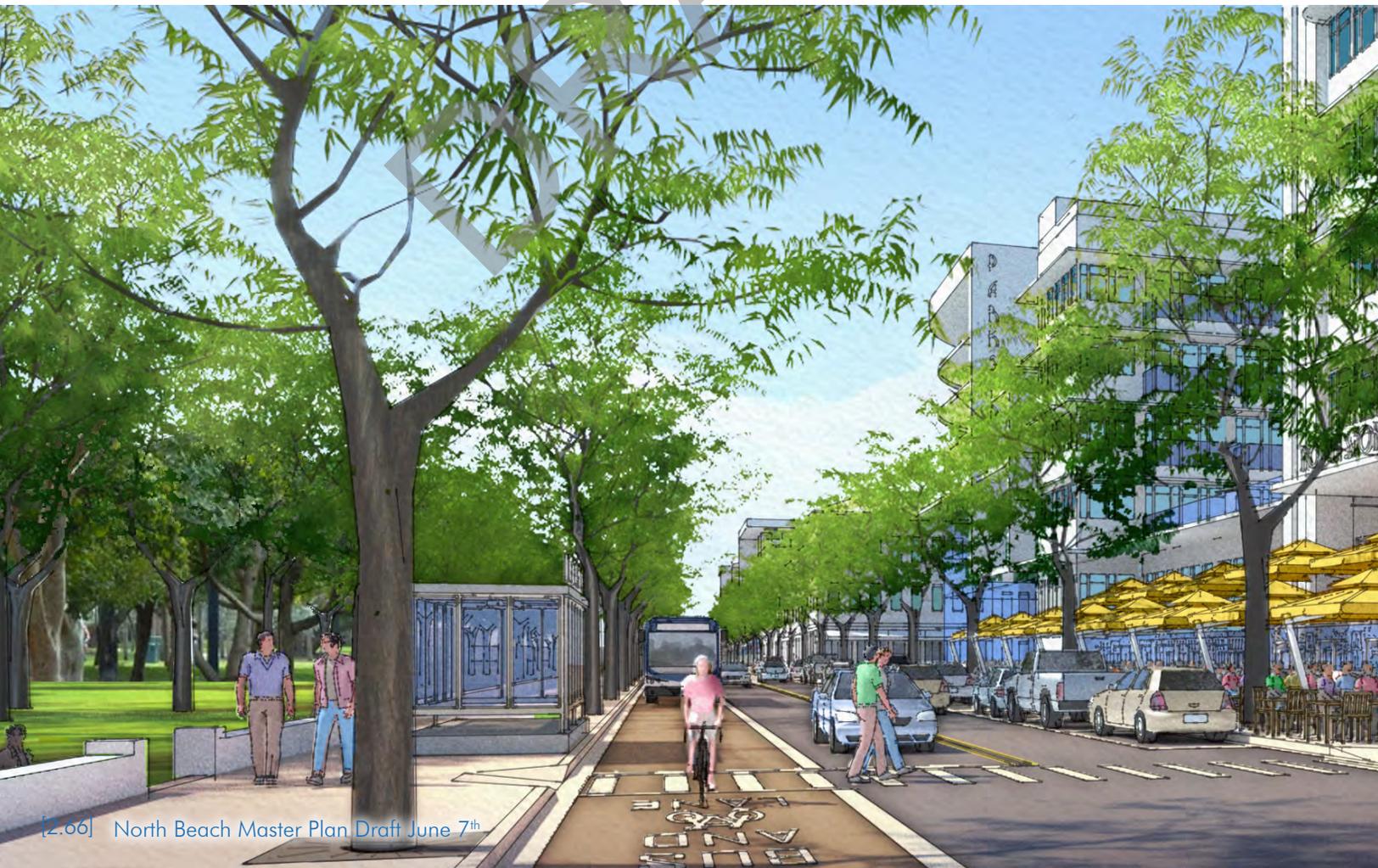
The West Lots present a wonderful opportunity to spatially shape a robust edge to the North Shore Open Space Park. These sites boast valuable addresses that could accommodate a broad range of potential uses. In places where buildings front the sidewalk, raised terraces could accommodate further outdoor dining while gracefully helping to satisfy building flood elevation requirements.

New buildings, if carefully designed, can seamlessly complement the city's MiMo architectural heritage. Emphasis should be placed on slender, deeply cantilevered eyebrows, and sleekly streamlined detailing. Colors of new buildings should be light or white to reflect the hot South Florida sun.

In the illustration below, Collins Avenue is shown reconfigured within the right-of-way to accommodate two-way travel as discussed in the Mobility section. On the side of the street adjacent to the North Shore Open Space Park, a northbound dedicated bus-bike lane is included, which would make this an important segment in the future multi-modal transportation network on North Miami Beach. On the side of the street away from the park, on-street parking and regularly spaced shade trees are shown protecting wide sidewalks. Shade could be further augmented by closely-spaced umbrellas in areas with sidewalk dining.

The City should take the time to carefully define an identity for the West Lots with the community, as it further defines the rest of North Beach to ensure redevelopment of these lots is in conformance with that vision. The city should not rush to develop these lots.

The West Lots are zoned General Use and are separated from the RM-1 neighborhood district to the west by an alley. These parcels are of a relatively consistent size of approximately 175 feet by 300 feet. The lots are currently a mix of undeveloped open blocks, public surface parking lots, Ocean Rescue operations, and the log cabin site that includes a mix of other city uses.



As a consensus on appropriate development opportunities emerges, a single block or set of blocks could be developed, while the other blocks remain unchanged if consensus for a larger strategy for all eight parcels is not identified.

The answer to what the West Lots should be is not an all or nothing question. At the charrette, the community developed a collective list of how they might like to see the West Lots utilized. The list consists of the following:

- Library
- Skate Park (All Wheels Pump Track)
- Fitness Complex
- 50 Meter Competition Swimming Pool
- Boutique Hotel
- Commercial Uses (Storefronts)
- Residential
- Restaurants/Cafe
- Parking
- Grocery Store
- Education - tied to a University
- Nature Conservancy
- Hold for Future Use
- Recreate the House of Refuge
- Preserve the Log Cabin
- Community Gardens



Some of these uses could be located within the West Lots while others may be more appropriately located closer to the Town Center, along 71st Street. At the same time, many of the desired uses can be accommodated on a portion of a block, a single block, or as two blocks combined.

Many of these uses are illustrated below to show how a single block could be utilized in multiple ways. Each of these concepts are illustrated to demonstrate potential ideas that have been expressed throughout the planning process, in no particular order. The purpose of these sketches is to discuss the opportunities and challenges as the community envisions the future of the West Lots.

- New Building
- Civic Building
- Parking Court
- Sidewalk
- Pool
- Green Space
- Community Garden
- Trees

Parking Garage & Sidewalk Cafes

The West Lots currently contain 327 parking spaces. If development occurs, these spaces can be preserved in addition to accommodating parking for any new uses, if additional parking is required. One method for achieving this involves creating a parking garage that is lined, at least on the ground level, with commercial space, including cafes. The garage could be a city garage where commercial space is leased or it could be developed as a public-private partnership.



Institutional Use

Several institutional uses were mentioned as desirable for the site including an educational facility (preferably tied to a university), an urgent care facility, a teen center, and a library. This type of use could develop on an entire block, or a portion of a block. Depending on the size of the facility, it could accommodate parking on the same block or could be next to a new parking garage on an adjacent lot.

It is worth noting that the institutional uses identified may be better located elsewhere in North Beach such as adjacent to the Youth Center or in the Town Center on 71st Street.



Boutique Hotel

Half of a block or an entire block can be used to develop a hotel. A height of up to seven stories could be considered an appropriate height to be able to develop an adequate number of units and include a parking structure within a three story podium.

It has been suggested that if some blocks have more height, then they should be located further toward the northern edge of the City, closer to the taller buildings that have been developed in Surfside.



Residential Use - 3 Stories

Another idea that was expressed for the future of the West Lots is that the lots should be developed at the same scale as the RM-1 neighborhood to their immediate west. One option with this scenario involves lots that are developed with fee simple, park-under townhomes. Condo buildings that match the existing buildings with parking accommodated in small mid block lots would also work well in this scenario. This development scenario would privatize the lots, but they would be of a similar scale as the surrounding community.



Fifty Meter Competition Pool

During the North Beach charrette, a members of the community requested that the West Lots accommodate a pool that can be used by the community and supplement its maintenance by also being a competition pool. A fifty meter pool, viewing stands and dive pool fit on a single block. Offices, locker rooms, and snack bars can be located under the stands. This pool can be combined with other blocks and could be used to form a larger fitness complex.



Mid-Rise Condo

Half of a block or an entire block can be used to create a mid-rise condominium building. The ground floor of these structures could be dedicated to neighborhood serving retails space.

A height of up seven storied could be considered an adequate height for be able to develop an adequate number of units and include a parking structure within a three story podium. Alternatively, parking could be located close by, on one of the adjacent lots.



Preserve Lots

Perhaps the least controversial use for the West Lots is for the City to continue to hold the lots as they are in order to have them available for future unknown needs. Although this is an option, planning for the future use of the lots is important as both public and private entities are considering the future use of the sites. The City should develop a community supported vision for the West Lots before an outside proposal pressures the City in some other manner.



Putting It All Together

The future composition of the West Lots can take on numerous forms. The following are four potential scenarios for a mix of development.

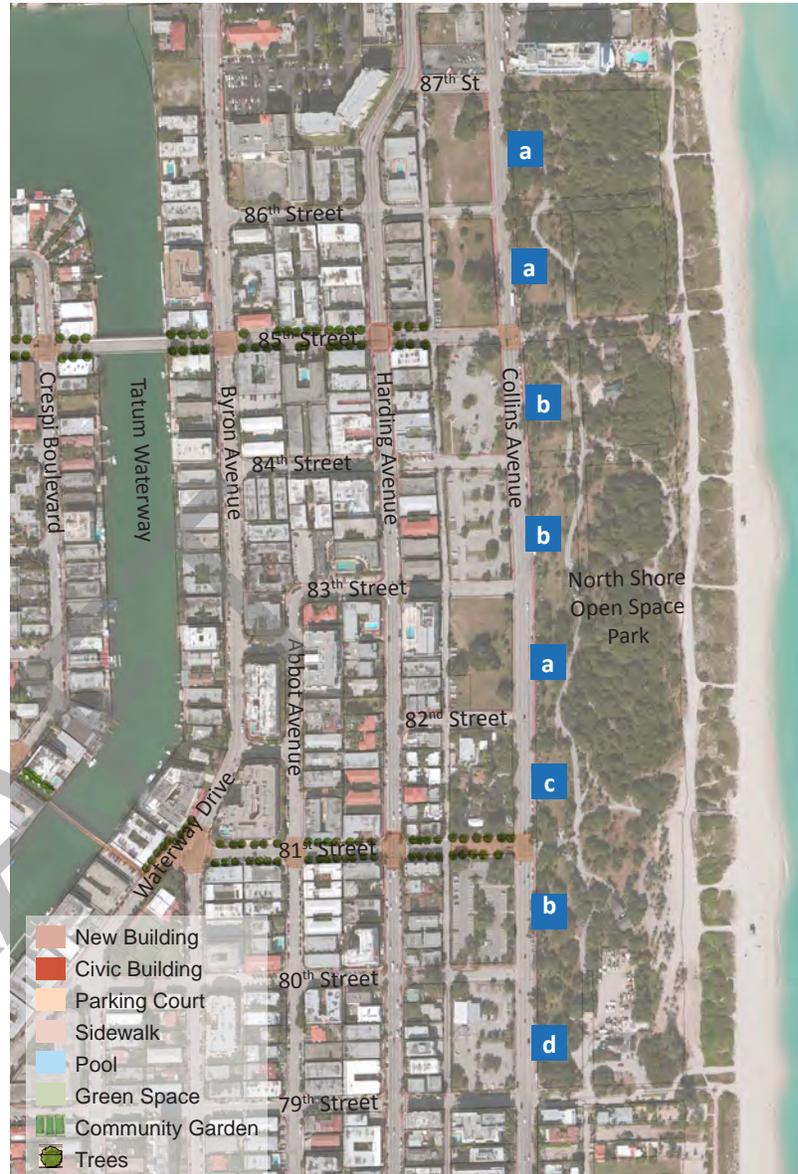
SCENARIO 1: IMPROVED EXISTING CONDITIONS

The City can choose to continue to hold the blocks as they are. This would allow the City to have a valuable asset into the future.

Preserving the status quo has the benefit of keeping all options open, for now, but it prolongs the lingering uncertainty. Meanwhile, some cosmetic improvements would be called for. A portion of this block can be dedicated to providing activity for teens in the community as well as additional community gardens. Additional surface parking can also be created.

This scenario would have minimal improvements but all eight blocks would remain on reserve for future needs.

- a** Open Undeveloped Space
- b** Surface Parking Lots
- c** Log Cabin, Community Gardens, Snack Bar, All Skate
- d** Ocean Rescue



SCENARIO 2: LOW SCALE RESIDENTIAL

The current City approved plan for the West Lots is embodied in the 1996 plan developed by Duany-Plater Zyberk & Company (DPZ). This plan has the blocks being developed as currently permitted by taking on the RM-1 zoning. This would require the sale of the property to allow fee simple units or development as condos.

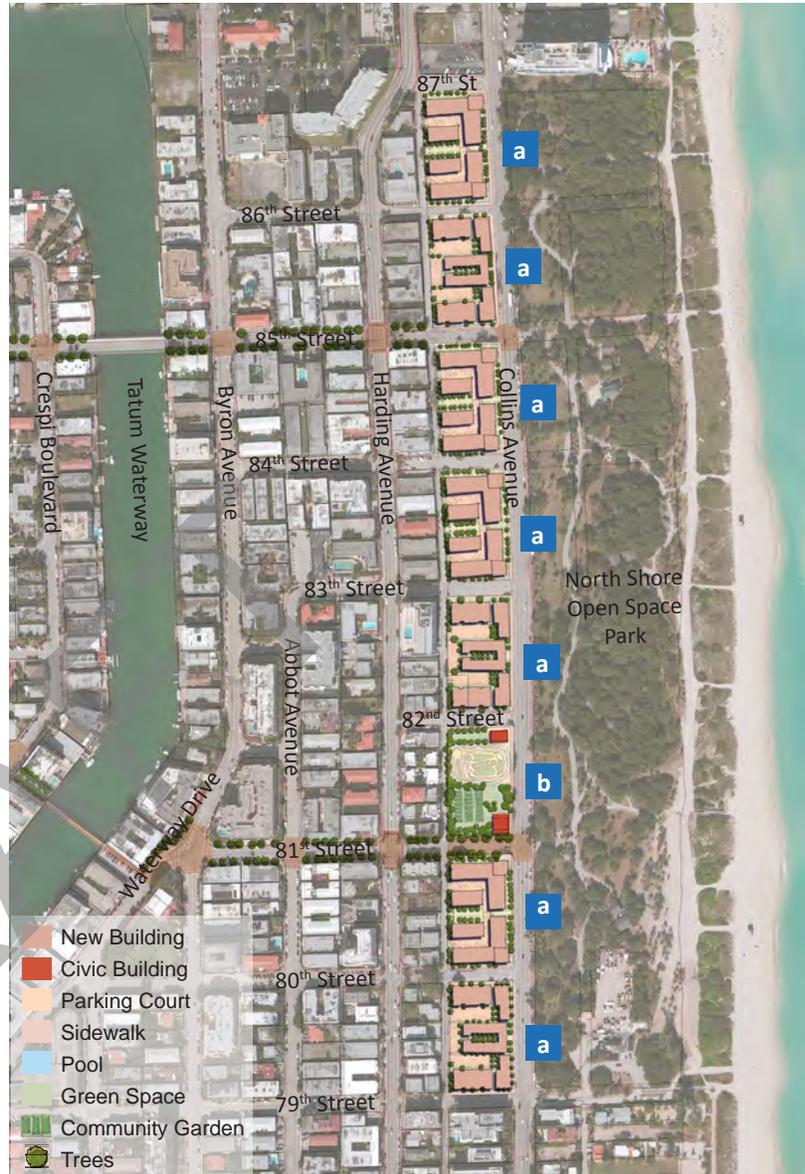
This development could be courtyard buildings with small parking courts off the alley or fee simple, park-under townhomes. Buildings would likely be two to three stories tall, similar to the surrounding residential scale. In the case of park under units, the building may be a total of three stories.

The block between 81st and 82nd Streets could still be developed with public uses as previously described.

This scenario has one block that would remain public with the other seven blocks being developed with private residential uses that include a variety of unit types and sizes.

One disadvantage of this scenario is that public parking would become privatized to serve the residential use.

- a** Park under townhomes or courtyard buildings with mid-block parking areas
- b** Log Cabin, Community Gardens, Snack Bar, All Skate

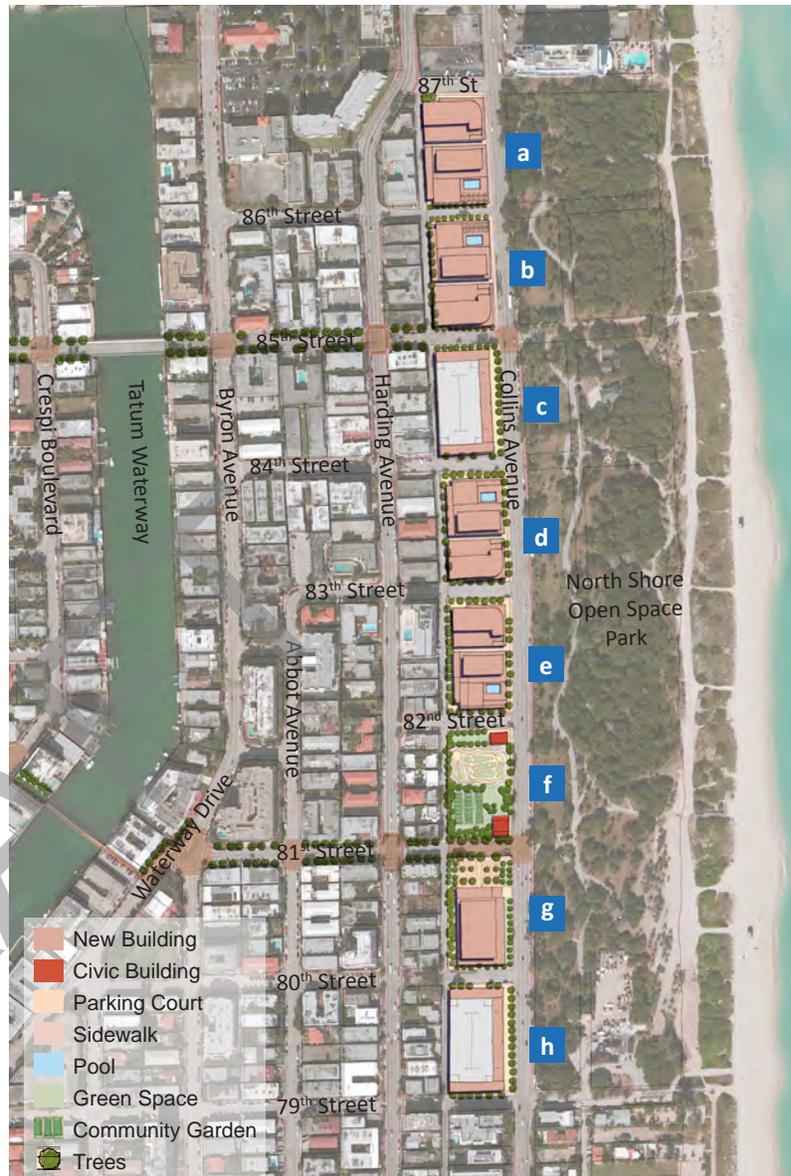


SCENARIO 3: MID-RISE HOTEL & RESIDENTIAL DEVELOPMENT

Developing the lots with mid-rise buildings (primarily seven story towers on a three story podium with parking, either in the form of boutique hotels or residential buildings), has the potential of raising tax revenue for the area. This revenue can be used to preserve the historic assets in the RM-1 neighborhood to help fund sea level rise mitigation efforts, or for other priorities yet to be determined by the City and the citizens.

This scenario has four blocks used for public use and four blocks that utilize public-private partnerships.

- a** Hotel (3 story podium, 7 story tower)
- b** Residential (3 story podium, 7 story tower)
- c** Public Parking, Cafes & Retail (3 stories)
- d** Residential (3 story podium, 7 story tower)
- e** Residential (3 story podium, 7 story tower)
- f** Civic, Community Gardens, Log Cabin, All-Wheels Park Center (1 story)
- g** Civic, Teen Center (3 stories)
- h** Public Parking, Cafes & Retail (3 stories)



SCENARIO 4: PRIMARILY PUBLIC USES

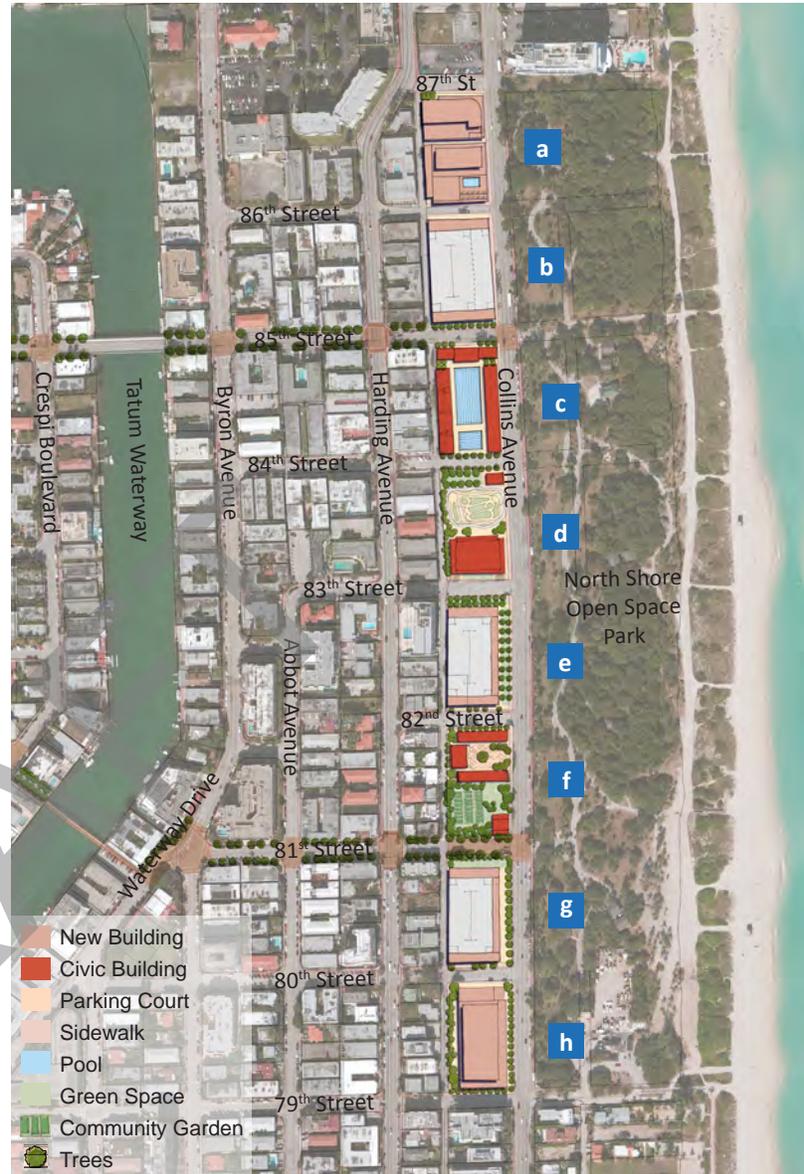
The West Lots could be used to host a number of civic uses. Although North Shore Open Space Park is located across Collins Avenue from the West Lots, it serves primarily passive uses. The West Lots could be used for more active recreation and structured parking uses.

Although not illustrated, one of the east-west streets could potentially be closed to create a pedestrian dominant space. As illustrated, the blocks can also remain separate blocks, which greatly enhances connectivity throughout this portion of the beach.

Even with the majority of the lots being utilized for the public good, there is still an opportunity for the remaining blocks to accommodate other desired uses, such as a hotel. Private development or a public-private partnership could help fund the development of the lots other blocks that have a primarily civic use.

This scenario includes six blocks allocated for public use and two blocks that would utilize public-private partnerships.

- a** Hotel (3 story podium, 7 story tower)
- b** Public Parking, Cafes & Retail (3 stories)
- c** Civic: Fifty Meter (50 m) Competition Pool (2 stories)
- d** Civic: All-Wheels Park, Teen Center (3 stories)
- e** Public Parking, Cafes & Retail (3 stories)
- f** Civic: Community Gardens, Log Cabin (1 story)
- g** Public Parking, Cafes & Retail (3 stories)
- h** Institutional Use (3 stories)



Build to Last

The Challenge

A Changing World

The climate is changing, the ocean is rising, storms are becoming more intense, and Miami Beach is part of an international conversation on how to both adapt to a changing world and mitigate the negative effects of change.

Sea Level Rise

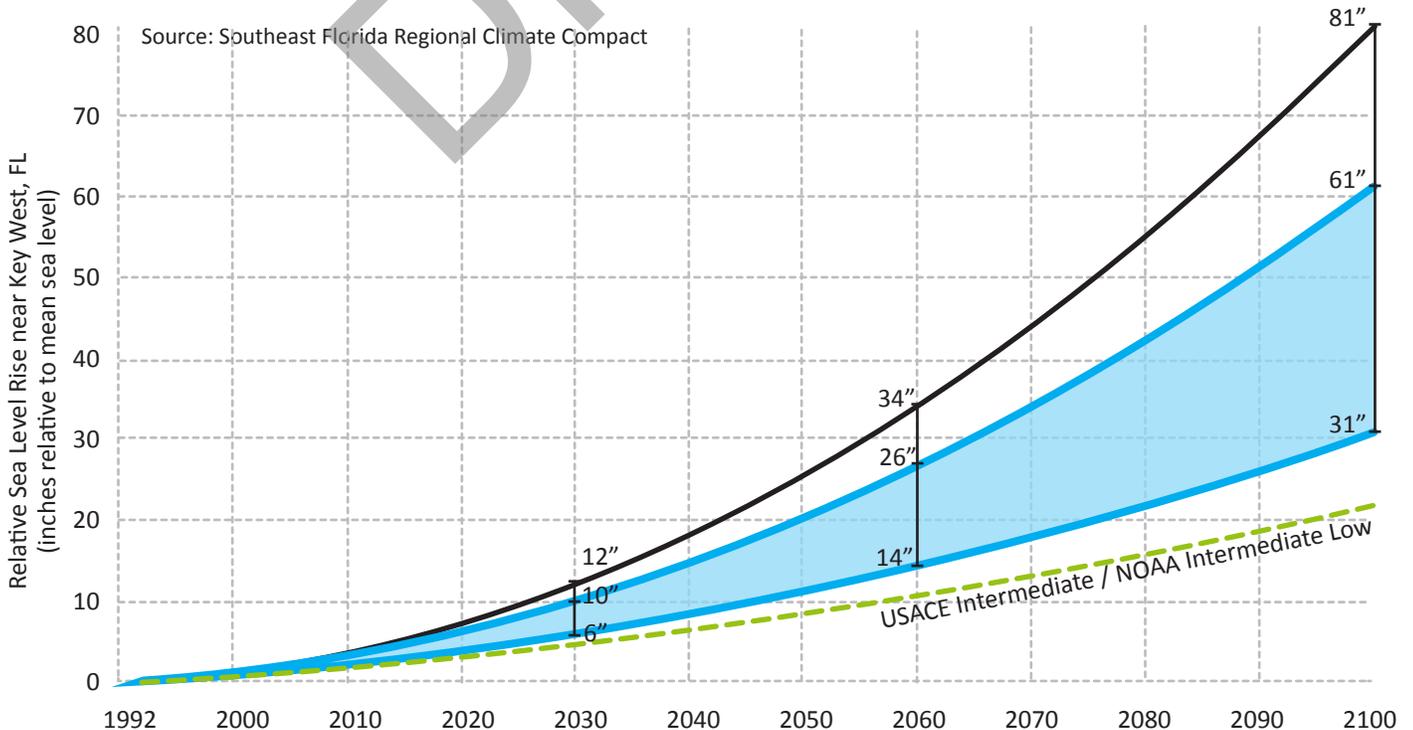
Higher sea levels cause recurrent flooding. High tides raise the freshwater table underground. This shallow water table reduces the available space for stormwater and increases surface runoff causing flooding.

The chart below illustrates the projections of three different institutions who measure and project sea level rise. The most conservative projection comes from the Intergovernmental Panel on Climate Change (IPCC). According to the IPCC seas will rise six inches from current levels by 2030 and 31 inches by 2100. The United States Army Corps of Engineers (USACE) estimates sea levels rising up to ten inches by 2030, and 61 inches by 2100, which is nearly double the IPCC projection. The National Oceanic and Atmospheric Administration (NOAA) projects the highest rise, with 12 inches of rise by 2030 and 81 inches by 2100.

These projections are used by City of Miami Beach engineers, architects, and planners in their calculations for all new construction, freeboarding (raising the ground level finish floor height inside a building above predicted flood elevations), and street raising projects. Which projection is used depends on the scale and projected lifespan of the project. Currently, for instance, public street projects are raising most streets by three feet, while private homes are typically being elevated by five feet.

Unified Sea Level Rise Projections

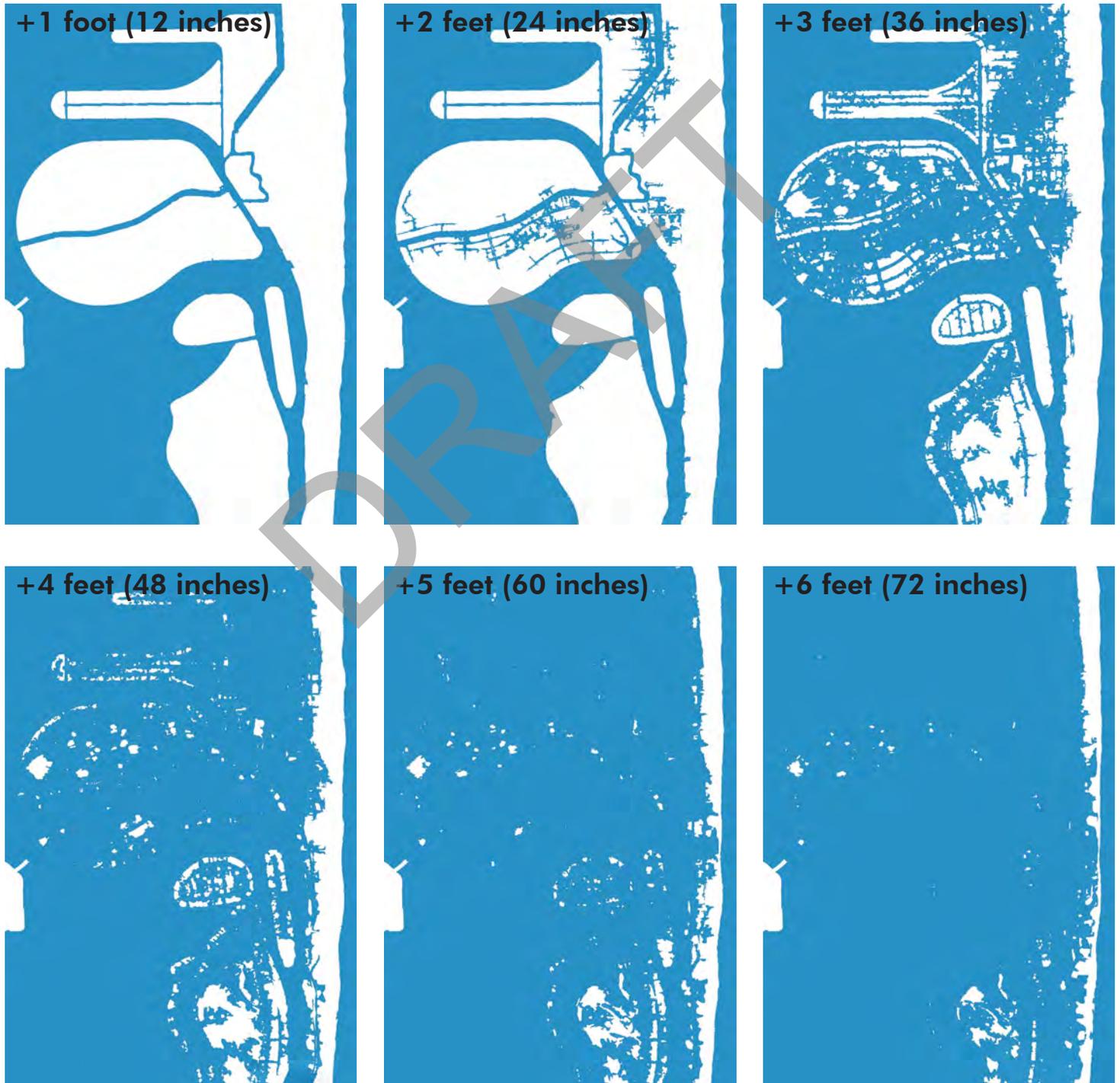
Year	IPCC AR5 Median (inches)	USACE High (Inches)	NOAA High (inches)
2030	6	10	12
2060	14	26	34
2100	31	61	81



What Happens If We Do Nothing?

The analysis maps below illustrate how up to six feet of sea level rise would impact North Beach. The method used to produce these maps follows a typical “bath tub model” which does not account for the pump stations, raising streets, and stormwater projects that the City of Miami Beach is in the process of implementing.

This serves to illustrate the severity of the challenge the City faces if investments in resilient infrastructure do not continue. Most of Miami Beach stands at only a couple of feet above the current sea level.



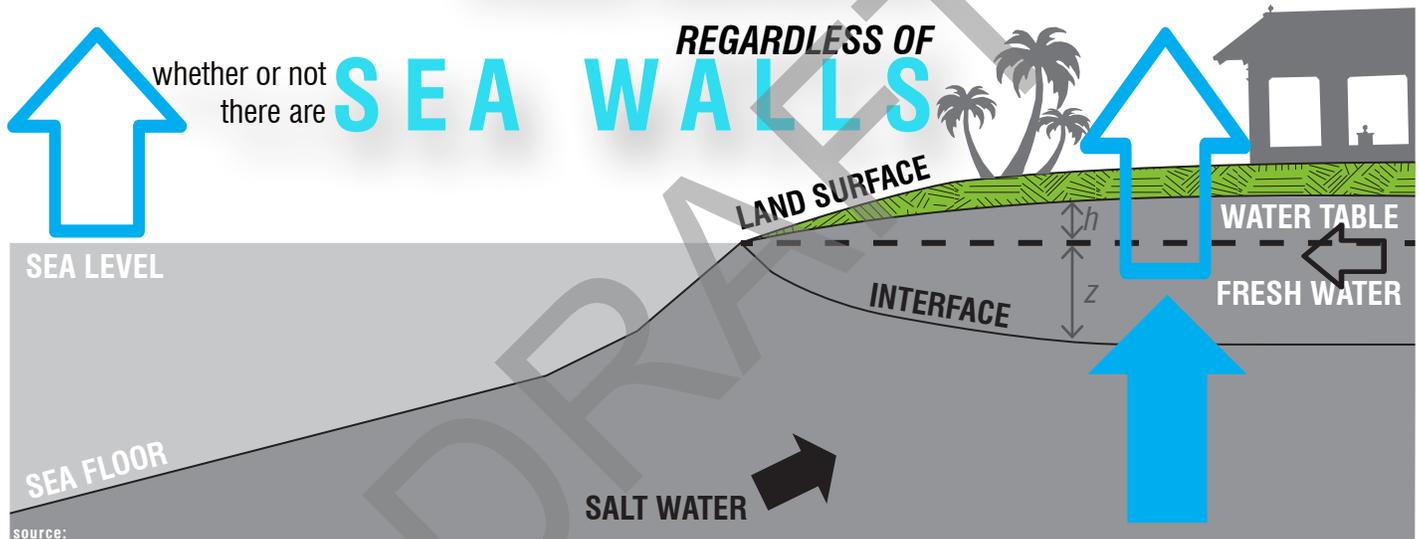
Up Under Our Feet

South Florida is in a different situation compared to other major coastal cities and regions, because of its unique geology and low topography. Most of our region was built along a narrow strip of porous limestone known as the Atlantic Coastal Ridge which only reaches approximately 24 feet above current sea levels. Much of South Florida sits just above the current sea level which makes our region vulnerable not only from potential

storm surges that can accompany major tropical storms, but also from water coming from the Everglades and Biscayne Bay.

In addition, the porous substrate limestone below our feet enables water to bubble up through the ground. While levees would help mitigate the effects during storm events, the slow rise of water may come up below our feet.

SALT WATER from the ocean is moving UPWARD, UNDERGROUND,



Highly porous and permeable Oolite Limestone occurs at or near the surface in southeastern Florida from Palm Beach County to Miami-Dade and Monroe Counties. It forms the Atlantic Coastal Ridge and extends beneath the Everglades where it is commonly covered by thin organic and freshwater sediments.

Hurricanes

Florida has been hit more times by hurricanes than any other state. When we look to the future the effects of climate change may be uncertain but our history with hurricanes is not.

Between 1851 and 2005, there were 35 major hurricanes that struck Florida. Because the state is near the tropics and westerly winds blow off the African coast along the equator, the state will always be especially vulnerable. Florida must retrofit through building codes and infrastructure upgrades, reinforce low-lying areas of high investment and, in some cases, retreat from areas that cannot be safely or cost-efficiently defended.



Source: South Florida Sun-Sentinel

Resilience

Resilience is the ability to return to a natural state following a trauma. Historically in Miami Beach this meant recovery from major and minor storm events. Now the word has taken on a new meaning. Resilience now means the ability to adapt to worldwide climate change and to mitigate its effects. As the Earth warms and the seas rise, the “natural state” of Miami Beach may be a changing one.

A History of Resilience

Between 1976 and 1981 the 10-mile long shoreline fronting South Beach was replenished. The project cost \$64 million and it revitalized the area’s economy. Prior to nourishment, in many places the beach was too narrow to walk, especially during high tide. Today, the sandy beach is home to festivals and concerts year-round. The beach system also provides a critical barrier against storm surge and sea level rise.

Hurricane Andrew in 1992 was a turning point in Southeast Florida’s history. At the time, it was the most destructive hurricane in United States history had its greatest impact on South Florida, where it made landfall as a Category 5 hurricane with wind speeds up to 165 miles per hour.

After Hurricane Andrew, extensive changes were made to the building codes that strengthen structural resilience. Southeast Florida built back stronger and safer.

During the hurricane seasons of 2004 and 2005 several storms caused power outages. Back-up generators were required at critical public services, such as gas stations, grocery stores, and other major gathering places.

In 2010 the Southeast Florida Regional Climate Change Compact was ratified. Since adoption, Miami-Dade County, Broward County, Monroe County and Palm Beach County have supported implementation of the Compact which provides the groundwork for a unified response to adaptation and mitigation.

In 2015, the City of Miami Beach began working on a Resiliency Plan that analyzed the City’s current capacity to adapt and make specific recommendations about how to further prepare itself for future challenges.

The City of Miami Beach has committed more than \$400 million in adaptation projects ranging from raising streets, installing new pump stations, modifying existing pump stations to include backflow sensors, and raising buildings in an effort to meet the challenges presented by rising sea levels.



South Beach’s beach is in many ways a “built” structure which reduces the intensity of waves and buffers buildings and streets from flooding events while at the same time providing an economically valuable amenity.

A New Challenge

Elevated roads and homes, cutting-edge stormwater systems, new beaches, and around-the-clock pumping are not new to Southeast Florida. Western Broward and Miami-Dade Counties were “underwater” in the 1850s and were essentially part of the Everglades. Miami Beach itself is largely the result of dredge-and-fill activities that built a habitable island where there was previously a thin barrier island covered mostly by mangroves.

The new challenge, especially in North Beach, will be to maintain and increase the quality of life while the City adapts. The future described by residents as part of the plan-creation process includes a waterfront that is accessible to the public, a less carbon-intensive mobility system, and historic districts that provide a human-scaled environment, a sense of uniqueness, an affordable place to live for a diversity of people as well as a connection to the past.



A view across the waterway on Normandy Shores and toward the site of a new home reveals changes in the way North Beach builds. Notice that the floor of the building is much higher than that of the surrounding neighbors and the sea wall is both higher and better fortified.

Three Problems to Solve

There are many problems associated with climate change including the loss of natural water systems, increased numbers of invasive and exotic species, and the erosion of land, however, the three main problems to solve at the local level in North Beach are sea level rise, stormwater, and storm surge.

Sea Level Rise

There are two main mechanisms that contribute to sea level rise. Thermal expansion occurs because increased heat in the atmosphere warms the oceans and water expands as it warms. The melting of glaciers and ice sheets is the second cause, as water contained in ice melts and raises water levels globally.

Due to warming oceans, a slowing gulf stream, and the loss of ice from Greenland and Antarctica, the oceans are rising faster than initial predictions according to researchers at Florida Atlantic University Center for the Environmental Studies, a contributor to the Climate Compact.

North Beach is most vulnerable on its western edge along the bay where the land is low-lying (generally between zero and five feet) and sea walls are low. On the eastern edge the land is naturally higher (between six feet and ten feet) and is buffered, in part, by the coastal dune system.

Stormwater

Stormwater is water that originates during rain events. Stormwater stays on land until it can soak into the soil, evaporate, or becomes runoff into nearby water bodies. Stormwater is a major cause of urban flooding in Miami Beach. Urban flooding is the inundation of land or property caused by stormwater overwhelming the capacity of drainage systems, such as storm sewers. Although triggered by single events such as flash flooding, urban flooding is a condition characterized by its repetitive, costly, and systemic impacts on communities.

In Miami Beach backwater valves and other infrastructure have been installed to mitigate inundation. The retrofit of buildings, raising of streets, and addition of new pumping infrastructure are all intended to lower stormwater levels during major events.

Storm Surge

A storm surge is a coastal flood of rising water commonly associated with low pressure weather systems (such as tropical storms and hurricanes). The severity of surge is largely affected by the timing of the tides. Most casualties during tropical storms and hurricanes occur as the result of storm surges.

A hurricane is an intense weather system of strong thunderstorms with a well-defined surface circulation with sustained winds of 74 mph or higher. Dangerous storm surges and flooding are also associated with hurricanes. Hurricane season is from June 1 through November 30. Although hurricanes have occurred outside of these six months, these dates were selected to encompass over 97% of tropical activity according to the City of Miami Beach.

Though direct strikes from hurricanes are rare (Miami has experienced only two direct hits from major hurricanes in recorded weather history – the 1926 Miami hurricane and Hurricane Cleo in 1964), the area has seen indirect contact from Hurricanes Betsy (1965), Andrew (1992), Irene (1999), Michelle (2001), Katrina (2005), and Wilma (2005). Storm surge was a factor in each of these storms and to varying degrees streets, property, and beaches, were inundated for brief periods.



Sea Level Rise

Sea levels are rising globally and are projected to continue to rise at an increasing rate for the foreseeable future. Low-lying coastal communities like Miami Beach, which currently experience occasional isolated flooding, are likely to experience increased flooding frequency and severity. Mitigation for this growing threat requires a community-wide response through aggressive adaptation strategies, starting with revisions and updates to building and land development codes.

The most recent addition to Miami Beach’s regulatory approach is Miami Beach’s Resiliency Plan, which is still in development. The draft plan recommends changes that would increase the height of the land that new development sits upon, the height of sea walls, the height of bottom floors, and the height of streets and public spaces, among other changes. In order to qualify for reduced flood insurance premiums, existing structures will be required to raise their structures up to the newly established Base Flood Elevation (BFE).

What is Base Flood Elevation?

Base Flood Elevation (BFE) is the computed elevation to which floodwater is anticipated to rise during a base flood. BFEs are shown on Flood Insurance Rate Maps (FIRMs) that the Federal Emergency Management Agency uses. The BFE is the regulatory requirement for elevation or the flood proofing of structures.

Threat: Sea Level Rise

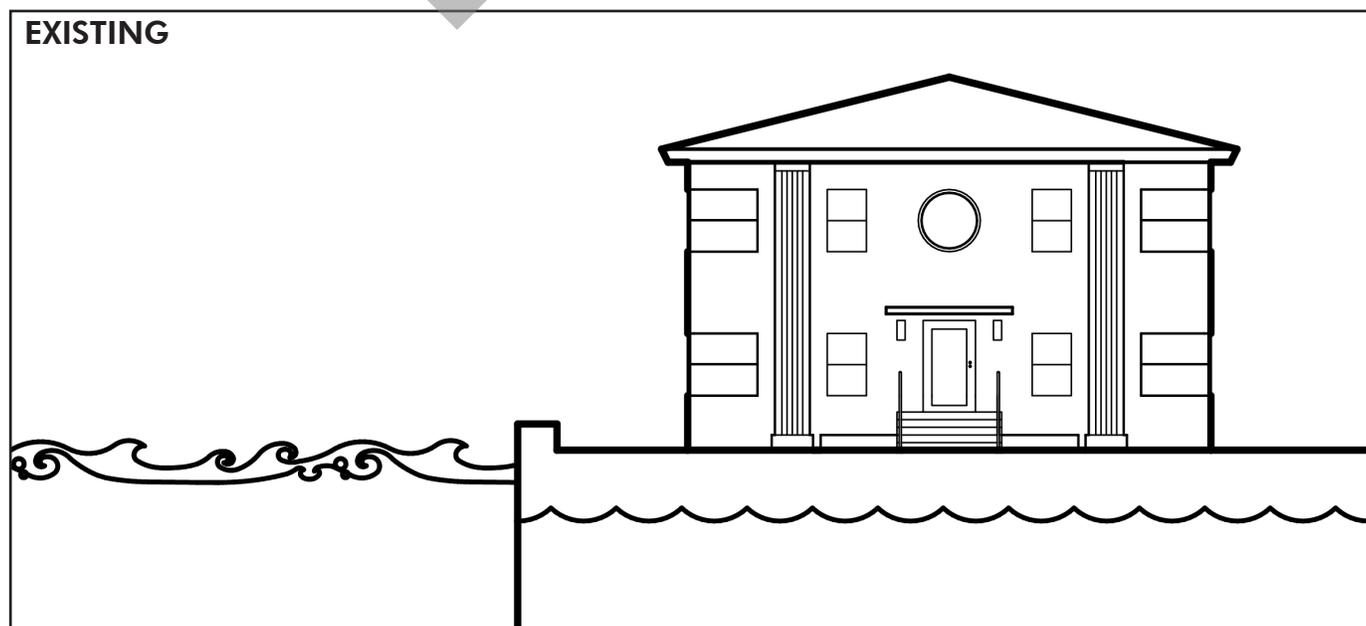


City of Miami Beach Resiliency Plan Initial Recommendations (Detailed)

	Existing Requirements	Proposed Requirements
Base Flood Elevation (BFE)	5.44 ft NAVD (7 ft NGVD)	6.44 ft NAVD (8 ft NGVD)
Freeboard	0 ft above BFE	+1 to 3 ft above BFE
Seawall Elevation (Private)	3.2 ft NAVD 4.76 ft NGVD	4 to 5.7 ft NAVD 5.56 to 7.26 ft NGVD
Seawall Elevation (Public)	3.2 ft NAVD 4.76 ft NGVD	5.7 ft NAVD 7.26 ft NGVD
Minimum Required Yard Elevation	No minimum required	5.0 ft NAVD (6.56 ft NGVD)

Note: NAVD = North American Vertical Datum
NGVD = National Geodetic Vertical Datum

City of Miami Beach Resiliency Plan Initial Recommendations (Simplified)





New private sea wall at Flamingo Way - Biscayne Bay

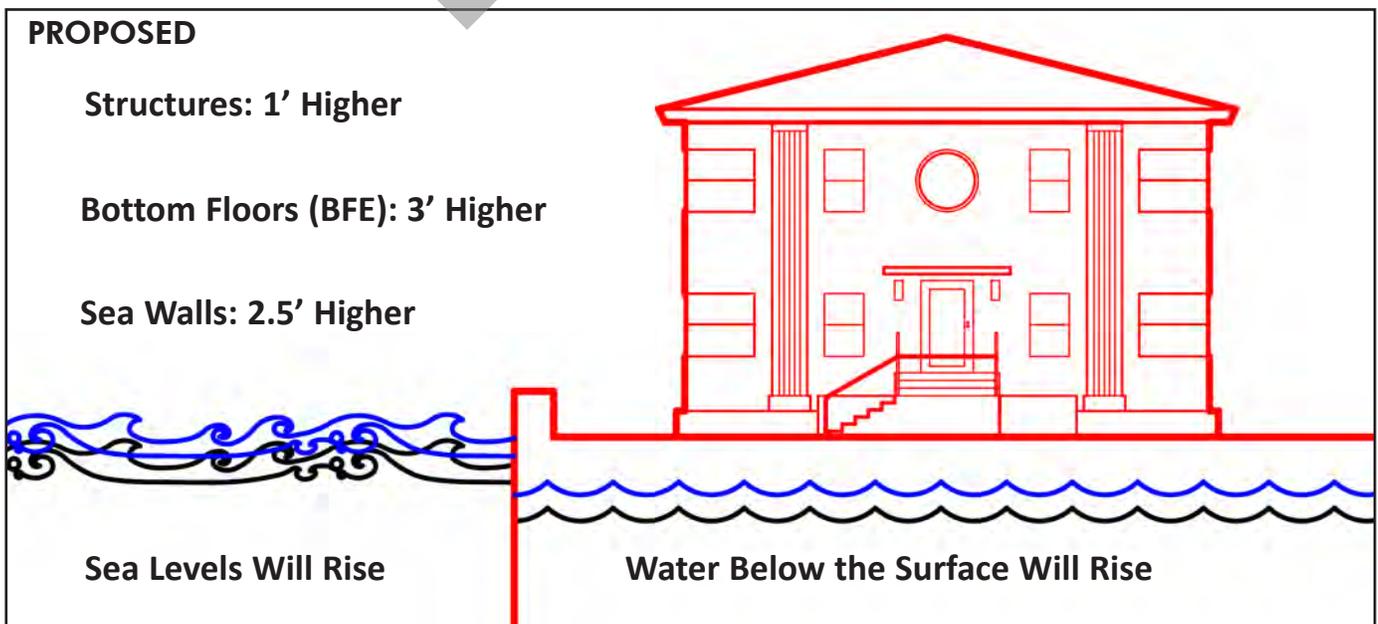
Sea Walls

A sea wall is a form of coastal defense constructed where open water impacts directly upon the landforms of the coast. The purpose is to protect built areas, conservation, and leisure activities from the fluctuations and actions of tides and waves. As a sea wall is a static feature, it may conflict with the dynamic nature of the coast and impede the exchange of sediment between land and sea. However, sea walls remain the simplest and most cost-efficient way to control coastal flooding.

Challenges of Sea Walls

In Miami Beach, the implementation of sea walls is a challenge given that North Beach only has ownership of three miles along the western water edge while sixty miles is privately owned. The cost of sea wall modifications can be excessive for private ownership.

Transferring the ownership may be an option in order to build a complete sea wall in Miami Beach. Obligations may also be passed to the City for improvements. Integrating other features will enhance the functionality of public and private sea walls.



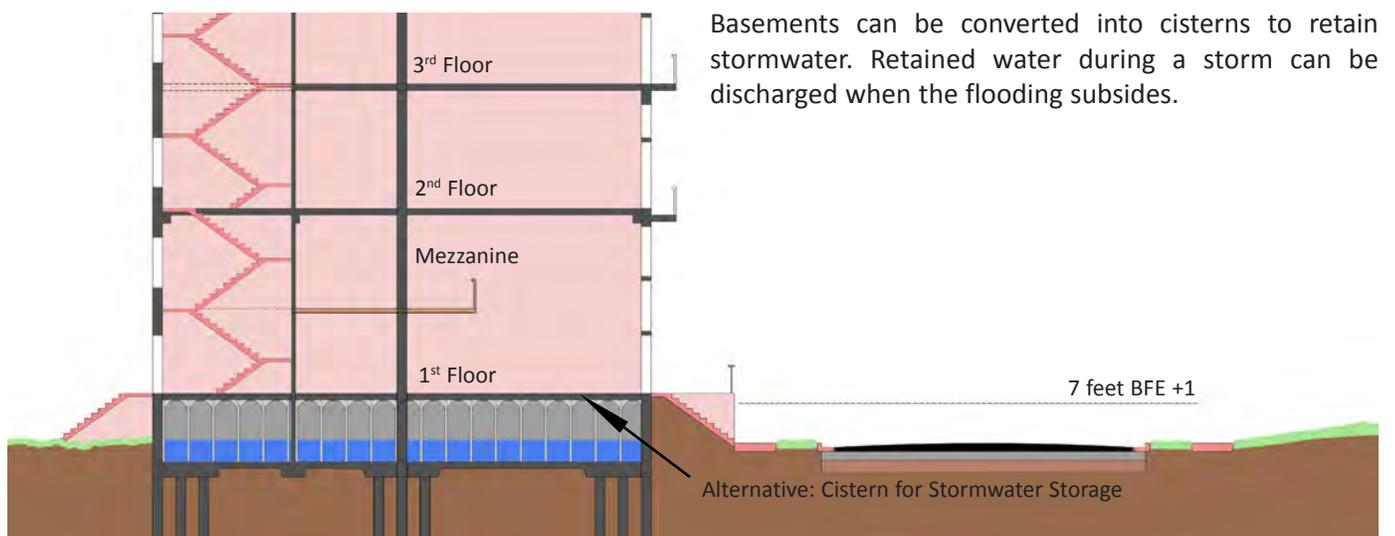
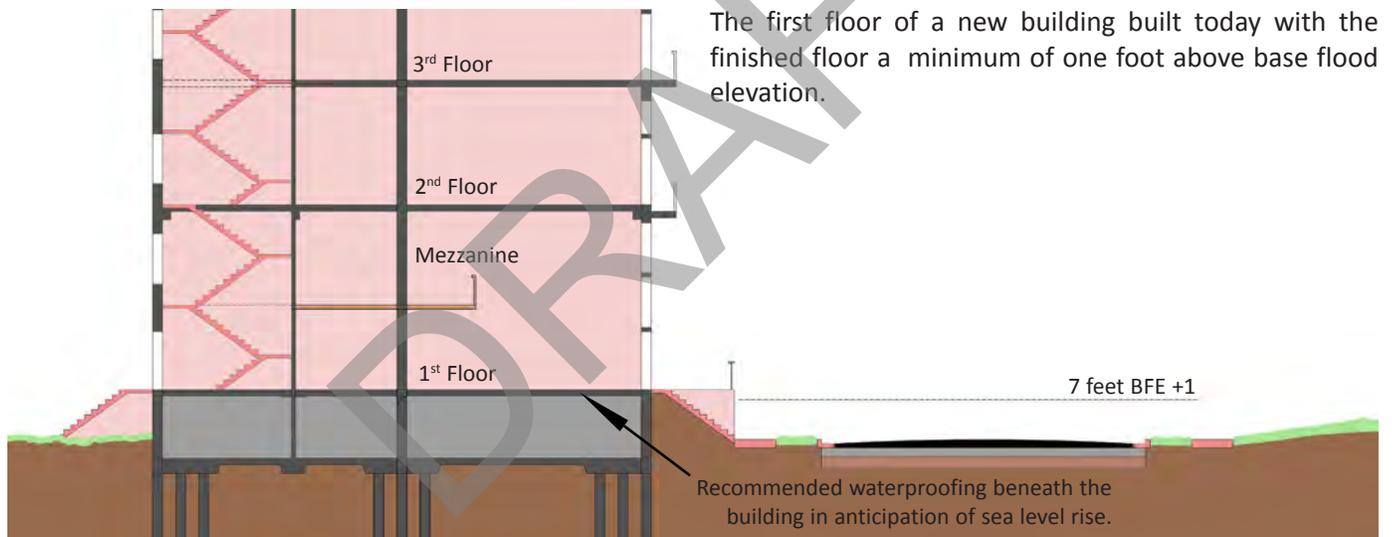
New Structures

Imagining Buildings That Can Last

Discussions with the development community as part of the plan-creation often involved “thought exercises” about how buildings could be constructed to withstand sea level rise.

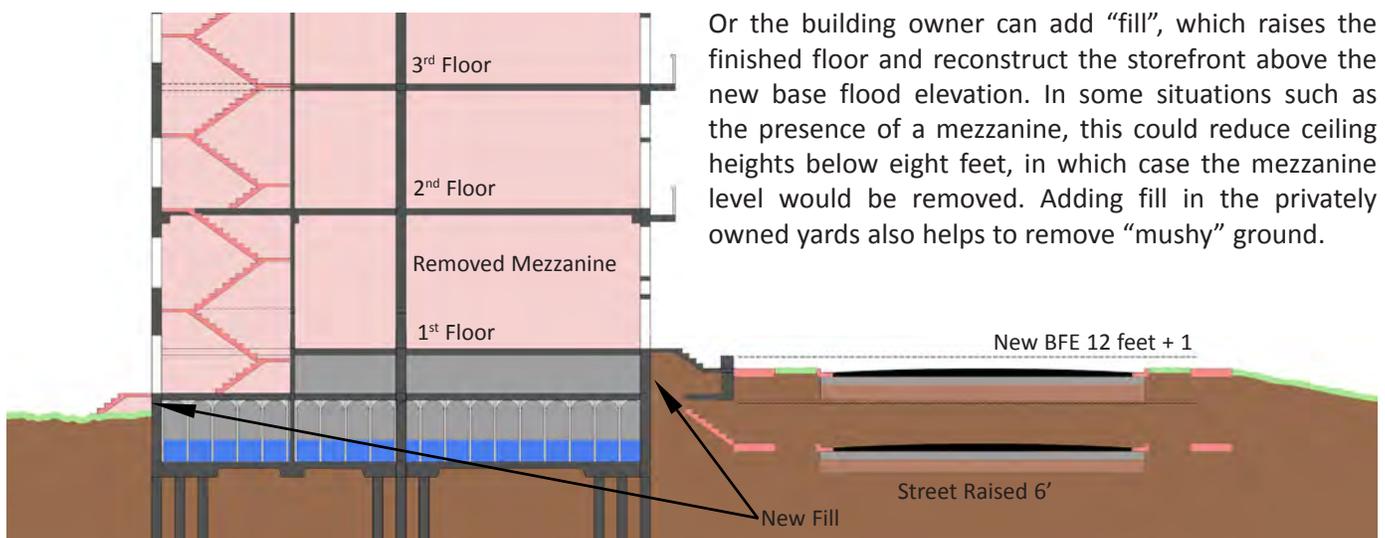
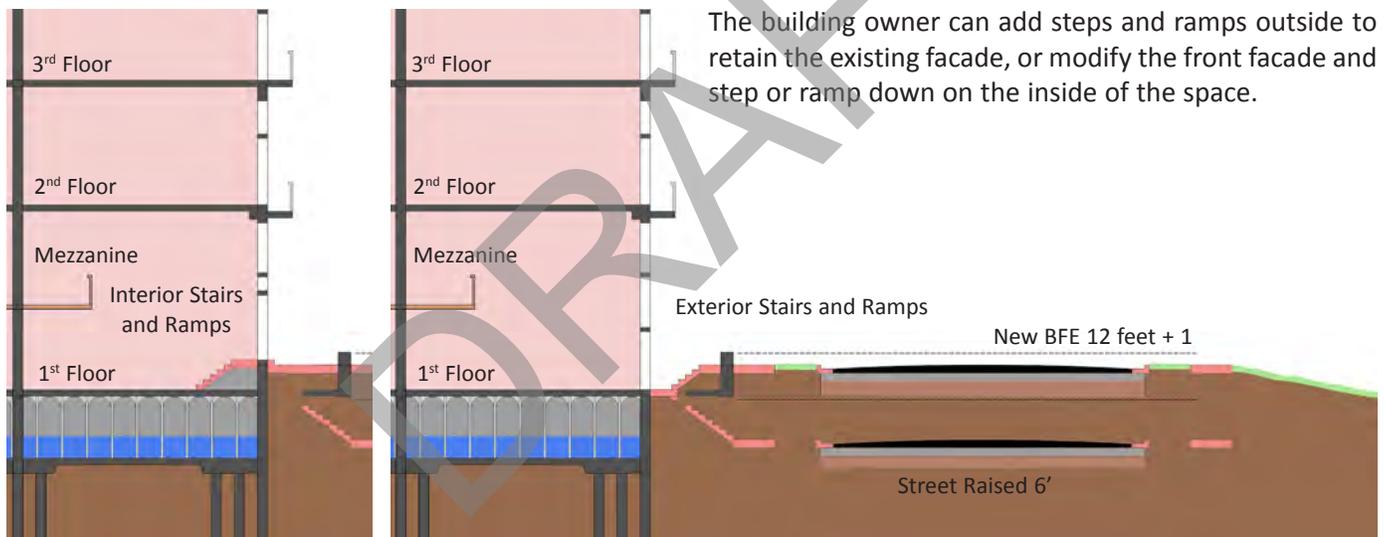
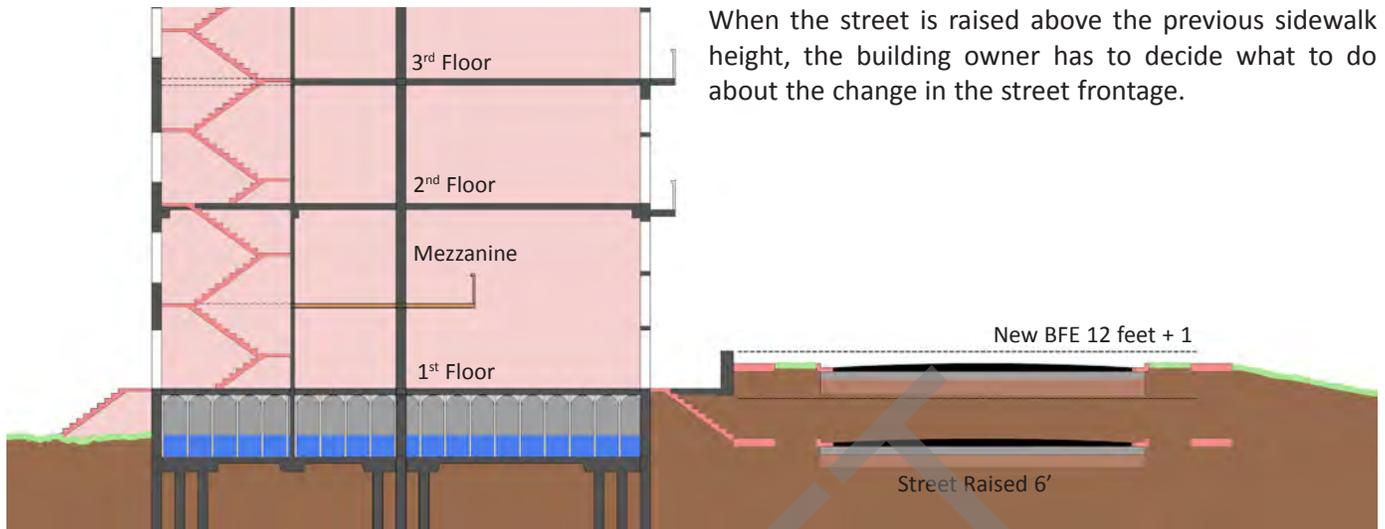
The following series of diagrams shows one concept. A building designed to last 60 years is shown adapting while the island around it changes.

Today (2016)



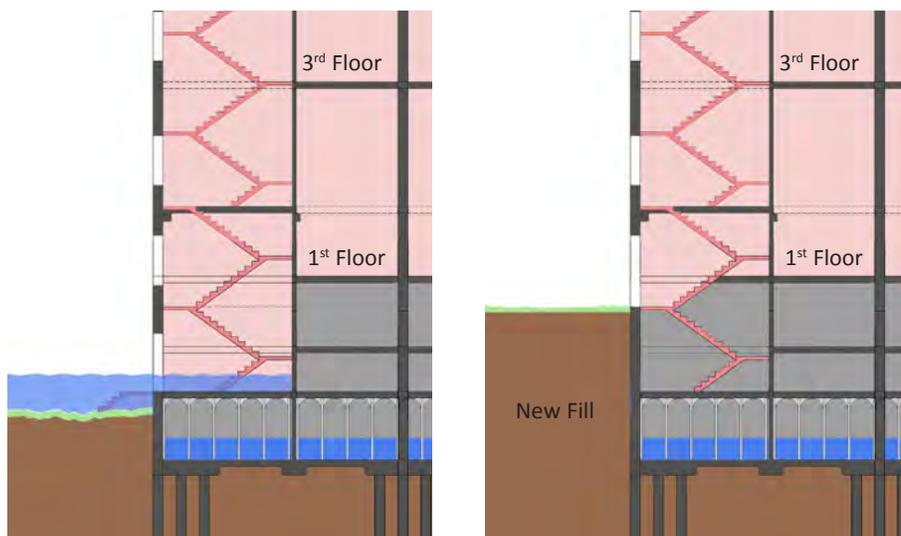
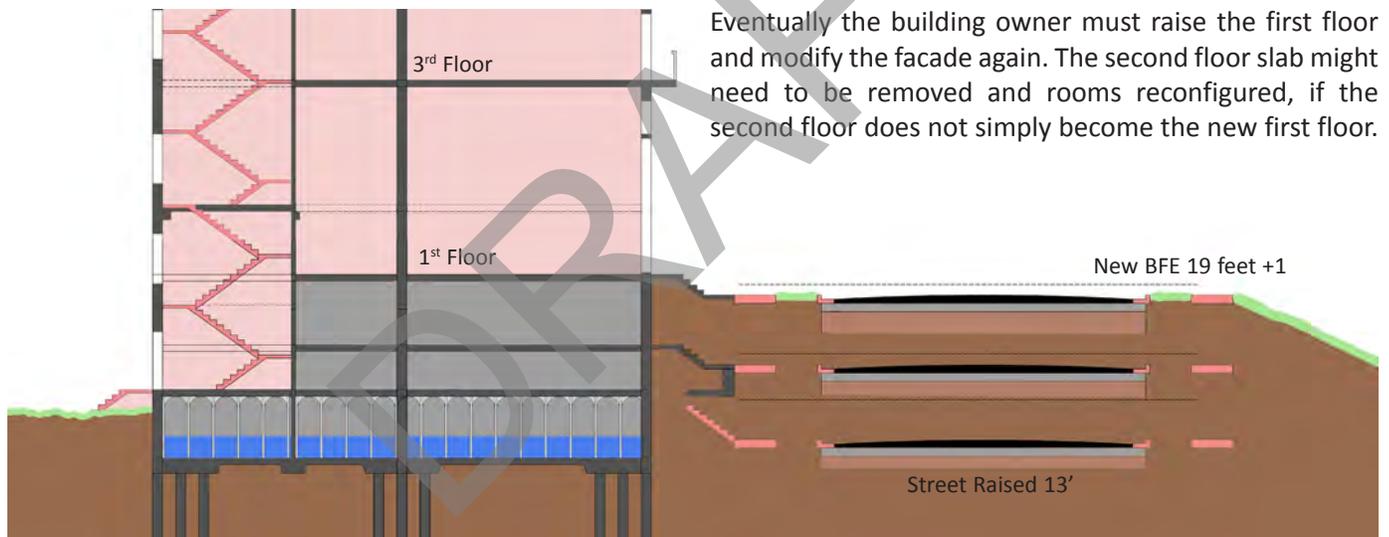
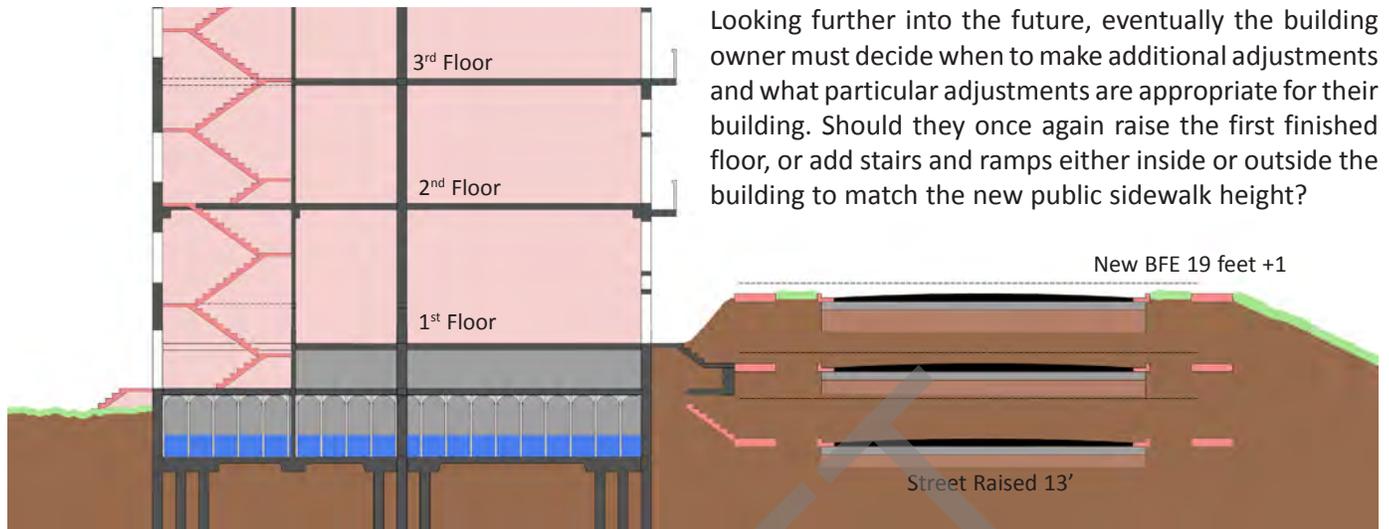
~30 years in the future (~2046)

Raising the street with an increase by FEMA of the Base Flood Elevation



~60 years in the future (~2076)

Raising the street AGAIN with an increase by FEMA of the BFE.





Stormwater

The City of Miami Beach is approximately 7 square miles of urban development built on a barrier island comprised of dredged sand fill over mangrove and salt flats. The vast majority of the island is located within FEMA special flood hazard area with an average ground elevation around four to five feet. Due to the low elevation across much of Miami Beach, especially where elevations are less than two feet, flooding occurs frequently.

Spring tides, king tides, and wind driven waves cause seawater to back up into the stormwater system through outfall pipes and flooding streets and areas adjacent to stormwater inlets. Intense rainfall events, especially during the summer months (May through October) occasionally drop up to eight inches of rainfall over a very short period of time. This exceeds the stormwater systems capacity and causes stormwater flooding.

The Stormwater Utility Division of Miami Beach is responsible for maintaining stormwater lines; installing catchment filter basins to reduce and eliminate polluted stormwater run-off; complying with National Pollutant Discharge Elimination System (NPDES) permit requirements; and relieve flooding conditions.

The Division's 2012 plan overhauled the antiquated stormwater system that relied on gravity to drain water into the bay. Higher tides increasingly backed up the drain pipes and even reversed the flow. The problem has been largely solved in many places of Miami Beach.

Threat: Stormwater



Additions to the Stormwater Plan involve the installation of 70 to 80 pumps to keep streets free of water. The first new pumps have been installed in some of the City's most flood-prone areas including Alton Road, West Avenue, Sunset Harbour, and Crespi Boulevard in North Beach. The pumps have been successful at keeping streets dry after the fall tides of 2015. New vacuum trucks also help clear clogging materials and pollutants from drainage structures.



Higher Streets

City crews in Miami Beach have begun to elevate streets in an effort to prepare the area for sea level rise. The project coincides with stormwater drainage and sewer improvements which include the installation of more pumps to prevent flooding from rain and high tides.



20th Street in Sunset Harbour was raised by three feet



This raised street at the corner of West Avenue and 10th Street both lifts the street above projected sea level rise and makes room for new stormwater drainage and sewer improvements.

Storm Surge

Multiple Layers of Defense

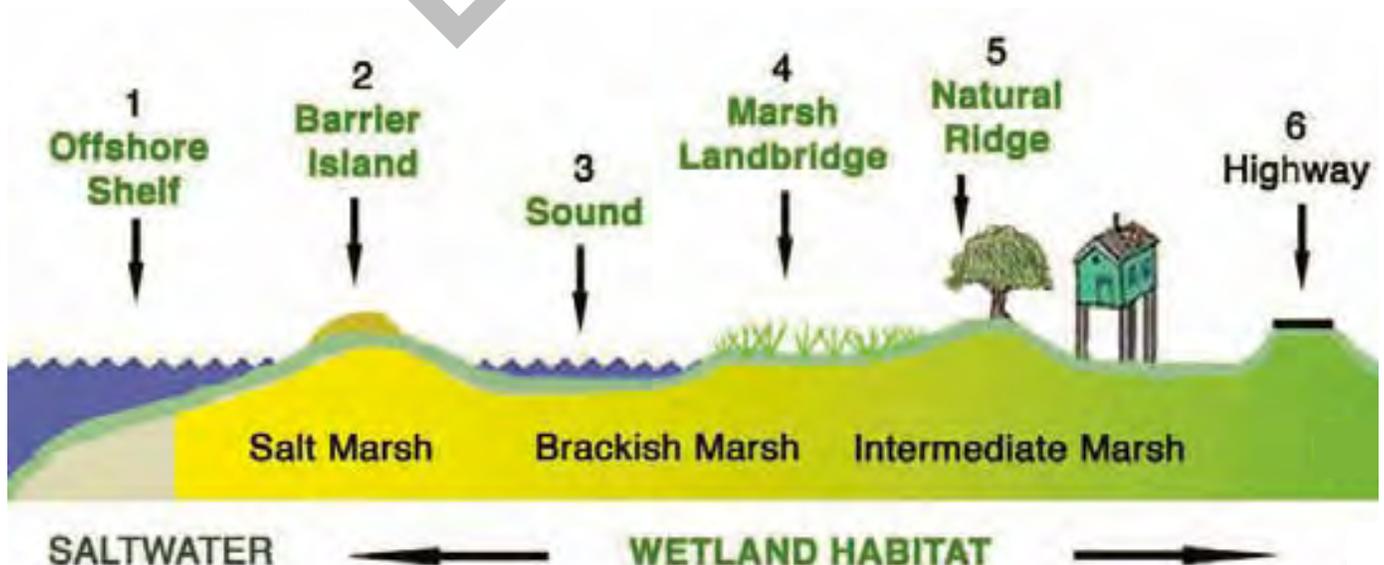
Along the coast, storm surge is often the greatest threat to life and property from a hurricane or major storm event. In the past, large death tolls have resulted from the rise of the ocean associated with major hurricanes that have made landfall.

Wider beaches and high dune systems, along with elevated structures built to tested building code standards, can provide significant protection and sustainability of our coastal infrastructure. Multiple layers of defense are inherently more resilient than one single strategy.

Threat: Storm Surge



South Beach's "built" beach is nearly a quarter mile wide and provides protection as well as an amenity.



Lines of defense are natural or man-made features that contribute to the abatement of storm damage.

SOURCE: ARCADIS ENGINEERING

Inner Layer of Defense

Local inner layers help protect critical infrastructure and integrate water management in urban planning. Hybrid systems integrate water management and urban planning efforts, including reconstruction, and upgrading of infrastructure such as bridges, tunnels, buildings, utilities, waterfronts, and transportation networks.

Middle Layer of Defense

Middle layer defenses encompass sustainable coastlines and waterways and combine wide beaches, dunes, coastal wetlands, marshes, barrier islands and mangroves with engineered structures such as barriers, beach fortification, and multifunctional levees.

Using natural water systems, low lying areas can be used as flood capacity to reduce the effects of storm surges in urbanized areas. Engineering with nature also can reduce construction costs. Small scale nourishment of beaches and foreshore with new sand allows wind, tides, and waves to distribute sand over beaches and dunes.

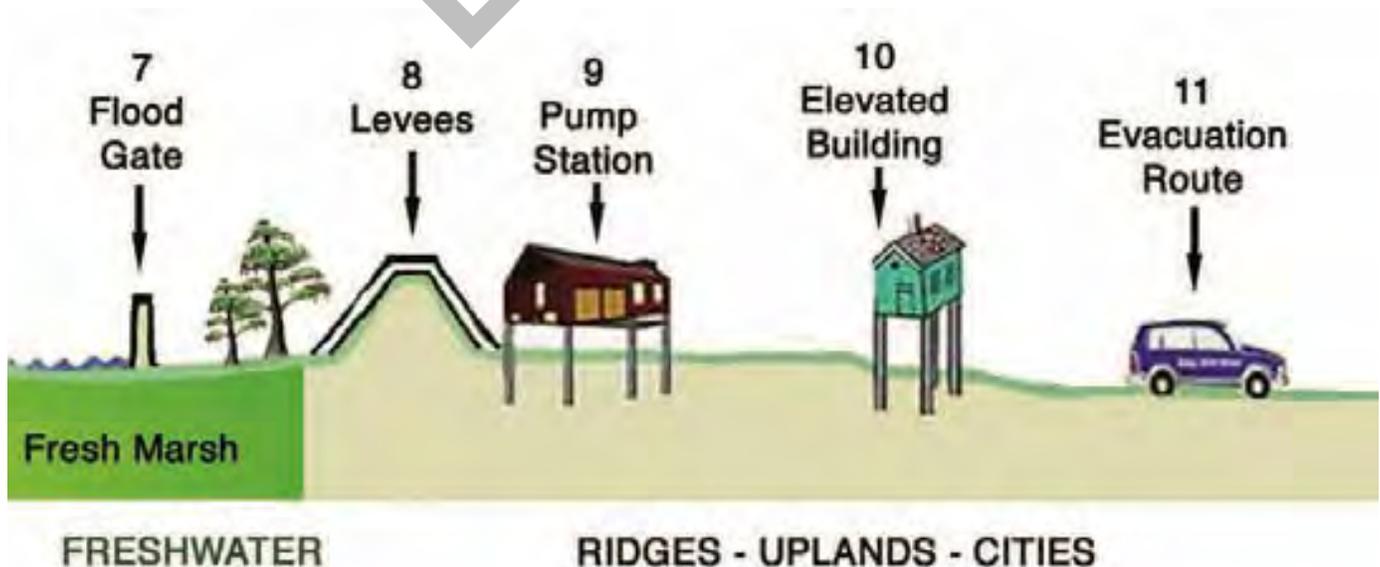
Outer Layer of Defense

Outer layer defenses include large engineered solutions, such as sea gates, pump station and offshore structures. These also use natural barriers to mitigate flooding. Coastal and delta areas across the globe are evaluating solutions to reduce their vulnerabilities to flooding and storm surge.

A Wider Beach

Wide beaches and high dunes protect people and property from flooding and unexpected storm surge. Even in areas where the beaches and dunes are lost, wide beaches provide the first line of defense and help minimize the amount of damage that occurs. They absorb the first onslaught of wave energy and storm surge. Where the beach is narrow, studies show that waves overtop other coastal protections, flood upland homes and structures and can push beach sand into the streets.

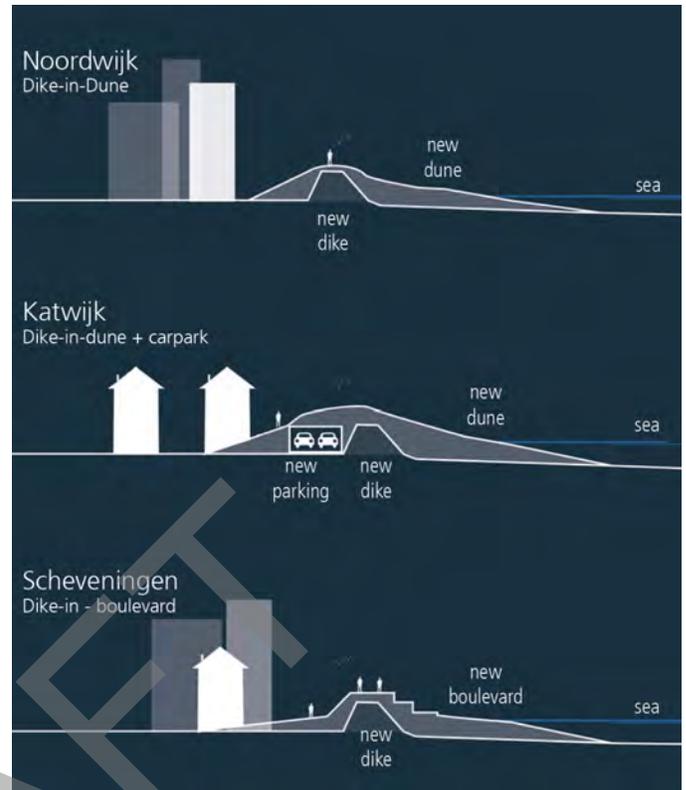
One of the reasons for a wide beach is to create a buffer so that the sand will help protect the uplands. Similarly, high dunes behind the beach serve as a natural levee and prevent inland flooding.



Dunes as Walls

Miami Beach leaders have sought advice from representatives from the Netherlands where much of the population already lives below sea level. The Dutch are kept safe and dry by towering natural sand dunes and over 2,000 miles of dikes, dams, and locks. However, unlike in the Netherlands, Southeast Florida’s geology allows water to rise up below the surface. The Netherlands has also never faced hurricanes.

One idea perfected in the Netherlands that can be utilized in South Florida is applicable to storm surge and hurricane events. While Miami Beach has replenished its beach in various places it has never inserted hard infrastructure within a dune system such as dikes, levees, sea walls, and even parking structures that could remove velocity from wave events. The feasibility of such an approach for North Beach would require its own site-specific study.



Dutch Coastal Flood Protection Examples

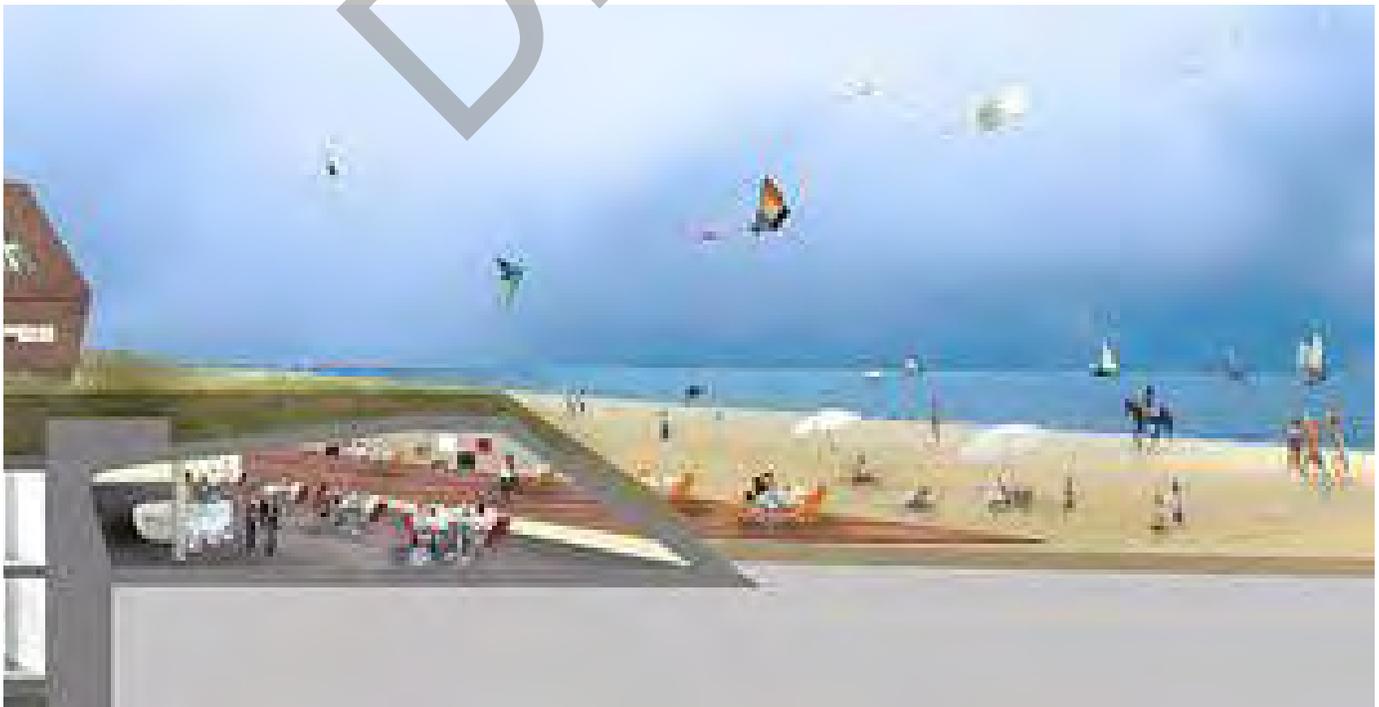
In Noordwijk, a Dutch coastal resort town, a simple dike was incorporated into the dune.

In Kalwijk, a parking garage was built behind the dike and can double up as water retention during extreme weather events.

In Scheveningen, a park with high, waterfront views that provides residents a chance to see the ocean was built as part of their dune system.



A parking structure within the dune. **SOURCE: ARCADIS ENGINEERING**



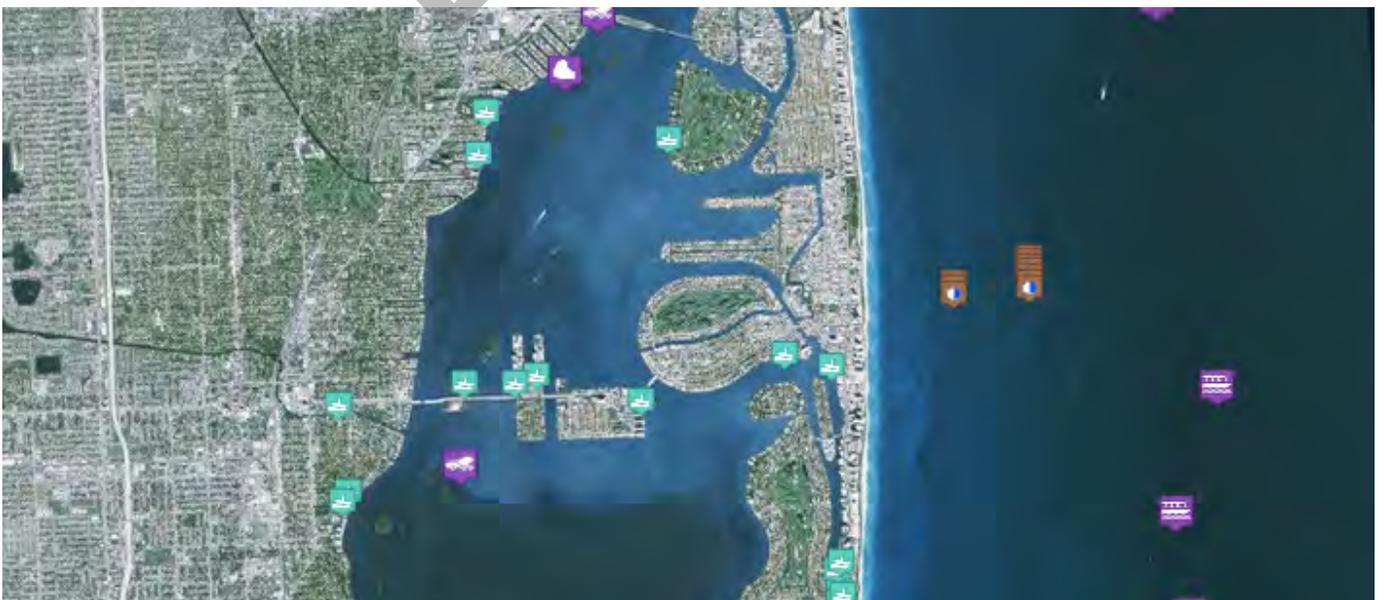
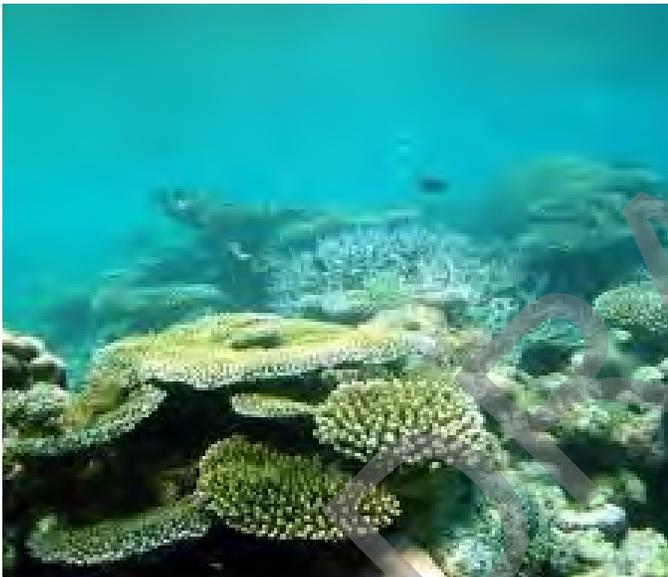
Building with Nature

Sometimes the best approach to resilience is to work with nature. “Soft” engineering solutions integrate natural and engineered systems to achieve coastal protection goals. For example, combining mangroves and sea walls could create a stronger water’s edge.

Restoration and improvement of natural systems can create sustainable coastlines and waterways. Restoring and strengthening the coastal mangrove ecosystem with hybrid solutions is an approach that incorporates hard and soft engineering infrastructure.

Protecting and strengthening coral reefs and sea grass meadows also offers natural and effective ways to prevent coastal erosion. These coral reefs will also enhance other ecosystem services and provide opportunities for fisheries and recreation.

Developing artificial coral reefs will help to strengthen the natural underwater landscape and reduce erosion with sinking suitable objects, deploying rubble or construct them from PVC or concrete. This has successfully been done with oyster reefs as part of the Miami-Dade County’s Artificial Reef Program.



Miami-Dade County Artificial Reef Program, Major Reef Locations

Mitigation:

Reducing the City's Carbon Footprint

In a comprehensive effort to reduce its carbon footprint the City adopted Leadership in Energy Environmental Design (LEED) as a baseline benchmark in new construction.

LEED is a designation granted by the United States Green Building Council (USGBC) that requires projects to go through a rigorous certification process. Using a point system, it accounts for items such as a construction project's siting, construction, and operation by qualifying a project's solar orientation, how close it is to mass transit, proximity to other uses, where materials are sourced, and how much energy the building consumes. The process requires an independent consultant to review the project from conceptual design, through completion of construction.

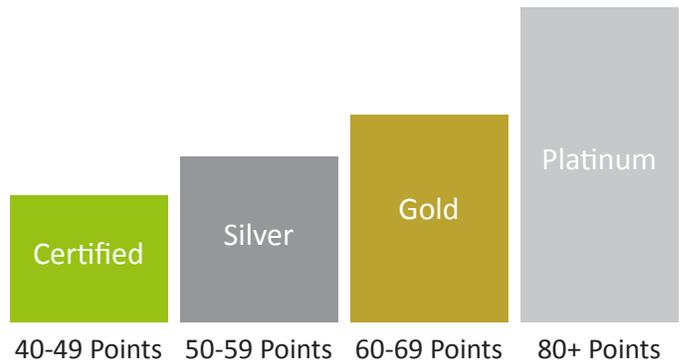
Many of the metrics that the LEED system is intended to measure are based on the recognition that each construction project impacts the global climate beyond the confines of its geographic location. While a project may be built in Miami Beach, for instance, the materials used on the project can come from many different sources. The greenhouse gas (GHG) emissions that arise from the transportation of these materials to the construction site is something that is not typically measured by local building codes.

In addition to considering the impact on the environment during construction, LEED also looks at the operating lifespan of a project. It does this by requiring a review of elements such as the types of windows that are used, the efficiency of appliances and cooling systems, etc.

While several other municipalities in South Florida have implemented LEED, in April 2016, the City of Miami Beach adopted the most stringent law, by requiring that all projects over 7,000 square feet be certified LEED Gold or better. By comparison the City of Miami requires that buildings over 50,000 square feet be LEED Silver certified, one step below.

Developers may choose to opt out of this program by paying an impact fee, which is calculated at \$250 per square foot, based on a project's total buildable area.

What may seem like an extreme requirement, is a way for the City to ensure that new construction meets the City's long term sustainability plan or pay into a fund that will enable the city to implement its own measures.



The four levels of LEED and points required to achieve them



Source: USGBC

LEED Credit Categories

Historic Preservation and Resilience

Historic Preservation

Is historic preservation compatible with resilience in North Beach? Yes. Due to Florida's relatively flat topography, over a long enough timeline, every historic district from Key West to the bungalow neighborhoods of Orlando are vulnerable.

North Beach's historic assets are just as vulnerable the ones in South Beach. When the North Beach community was asked about historic preservation and resilience the residents, business owners, and stakeholders responded overwhelmingly that historic preservation is essential to North Beach's culture, economy, and quality of life.

Resilience is cultural. Architecture is a direct representation of history and place and so preservation is the direct conservation of cultural identity. MiMo architecture is known throughout the world and North Beach has the island's best collection of buildings.

Resilience is economic. Historic buildings help create vibrant downtowns and neighborhoods that draw tourism, new residents, and activities that boost investment and economic growth. Increasingly North Beach is being discovered as a place to live, shop, and recreate; preservation can be a tool for maintaining the quality of life people are seeking.

Resilience is also physical, and in the era of climate change the physical survivability of North Beach is a serious concern.

Physical Resilience

Resilience planners must take into consideration the flood risk to both lives and property when making determinations about historic preservation. Flood risk is unique to each structure and depends upon factors such as the elevation of the property relative to predicted flood levels, the construction methods of the building, and the flood risk zone.

The Federal Emergency Management Agency (FEMA) publishes flood hazard maps that show predicted flood levels and flood risk zones based on historical climate information and the best available science. Almost all of North Beach is in an area with flood risk.

The construction method of buildings is key in determining the resilience of a structures. Historic

buildings were not intended to withstand sea level rise and flooding because those threats were not foreseeable at the time of construction. Many multi-family buildings have first floors that are not raised above the street level. Risk-reduction strategies in highly vulnerable areas found both in FEMA guidelines and the Climate Compact call for limiting additional buildings and additional stories in places prone to sea level rise effects, stormwater inundation, and storm surge. In this sense the historic districts of North Beach reduce the risk of lives and property by leaving a smaller "footprint" than larger, taller, buildings.

Specifically, the historic districts of Miami Beach maintain a predominantly two- to five-story environment which is preferable to a six- to forty-story environment from the perspective of reducing the number of people in danger when storm events occur. The number of people on barrier islands also effects evacuation times, the cost to taxpayers to rebuild, and ultimately the safety of residents. According to the Climate Compact, the best long-term response to climate change is to limit exposure and risk; historic districts further that goal.

Insurance Rates

In 2012, a law took effect that made significant reforms to the National Flood Insurance Program (NFIP). Among other things, this law requires FEMA to take immediate steps to eliminate a variety of existing flood insurance subsidies. Under the new law, flood insurance premium rates on many properties in special flood hazard areas may increase.

The new rates will reflect the full flood risk of an insured building. Some insurance subsidies and discounts will be phased-out and eventually eliminated. Rates on almost all buildings that are, or will be, in special flood hazard areas will be revised over time to reflect full flood risks. Based on various conditions set forth in the law, subsidies and grandfathered rates will be eliminated for most properties in the future. Subsidies will be phased out for properties that are non-primary residences, severe repetitive loss properties, business properties, and properties that have incurred flood-related damages where claims payments exceed the fair market value of the property.



Owners of rental properties have already felt the impact of these changes. It is foreseeable in the future that these owners in these buildings will opt to create a condominium ownership structure. Increasing home-ownership (including condominium ownership) stabilizes and improves neighborhoods. A larger ratio of owners to renters also creates additional customers for local businesses. While higher insurance premiums have an adverse effect on many, not all of the effects are incommensurate with North Beach's goals.

Preservation on Miami Beach

Residents and preservation experts attest that the architecture of North Beach embodies the distinctive characteristics of Miami Beach's MiMo period, possesses high artistic values, represents the work of famous architects, and presents a high degree of aesthetic interest and architectural heritage worth protecting.

Many business-owners have recognized the value of preservation and increasingly extensive remodels have involved raising the height on historic building facades. This approach may not be feasible on all buildings. The structure and the site conditions of each building will have to be evaluated on a case by case basis. However, the interest in preserving these structures shows the level of value placed on historic structures of all kinds by both residents and investors.

The facades of multiple buildings in Miami Beach are being preserved and raised to comply with new standards.



Recommendations

Miami Beach's adaptation and mitigation approaches have set a national standard. Through its adaptation measures Miami Beach is preparing for a changing climate. Through its mitigation efforts North Beach is doing its part to reduce the levels of heat-trapping greenhouse gases in the atmosphere.

Short-Term: Adaptation

Make North Beach a priority when making resilience investments and implementing capital improvement projects, including beach replenishment, developing stormwater infrastructure, building dikes-in-dunes, raising streets, raising sea walls, and raising buildings.

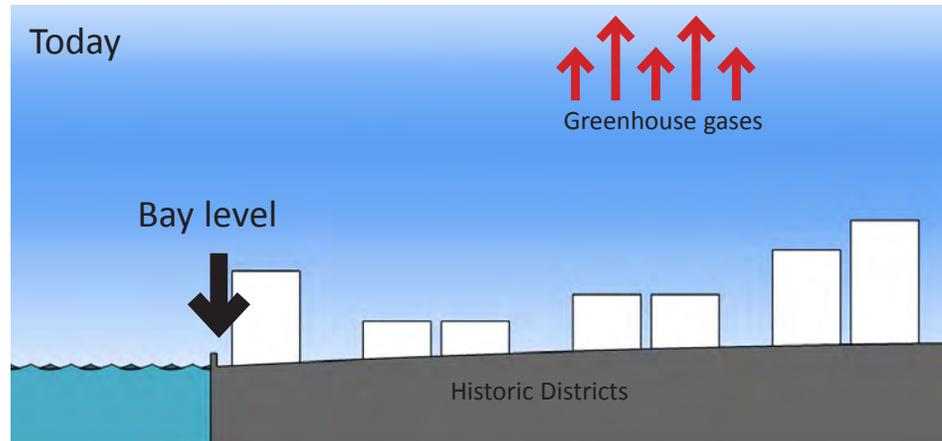
Mid-Term: Mitigation

North Beach should continue to reduce greenhouse gas emissions related to buildings. New buildings should incorporate alternative energy systems, recycle, and collect water to reduce the impact on stormwater infrastructure and consumption of potable water, and reduce the City's carbon footprint by recycling building materials and sourcing materials locally.

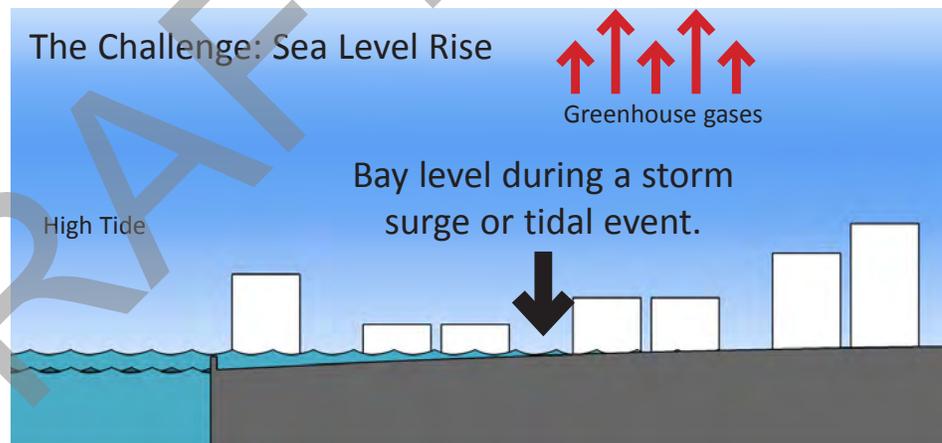
As North Beach becomes more multi-modal and less dependent on the automobile the island will be a producer of less of the carbon pollution that is causing climate change.

Long-Term: Transition

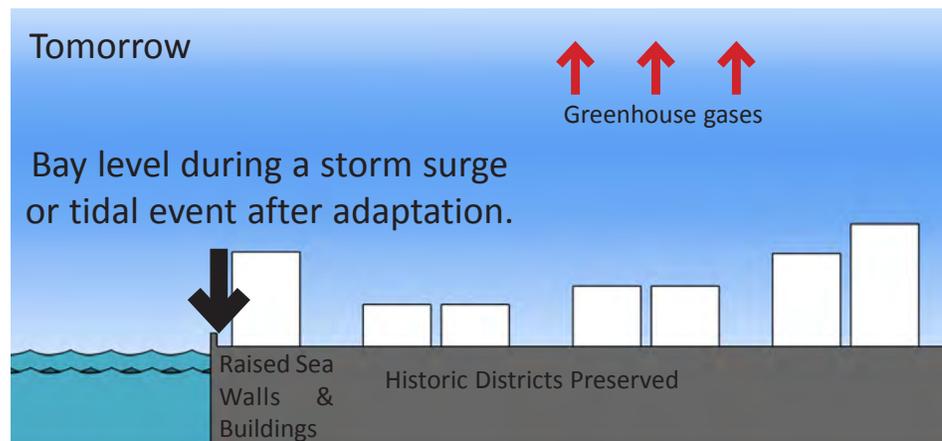
In the short- and mid-terms the City must do its best to insure that all residents and businesses get to stay on the island. However, should the most dire climate change predictions become a reality North Beach must prepare for a period of transition. In general, development in the region should be focused on the most defensible areas and be limited in more vulnerable areas.



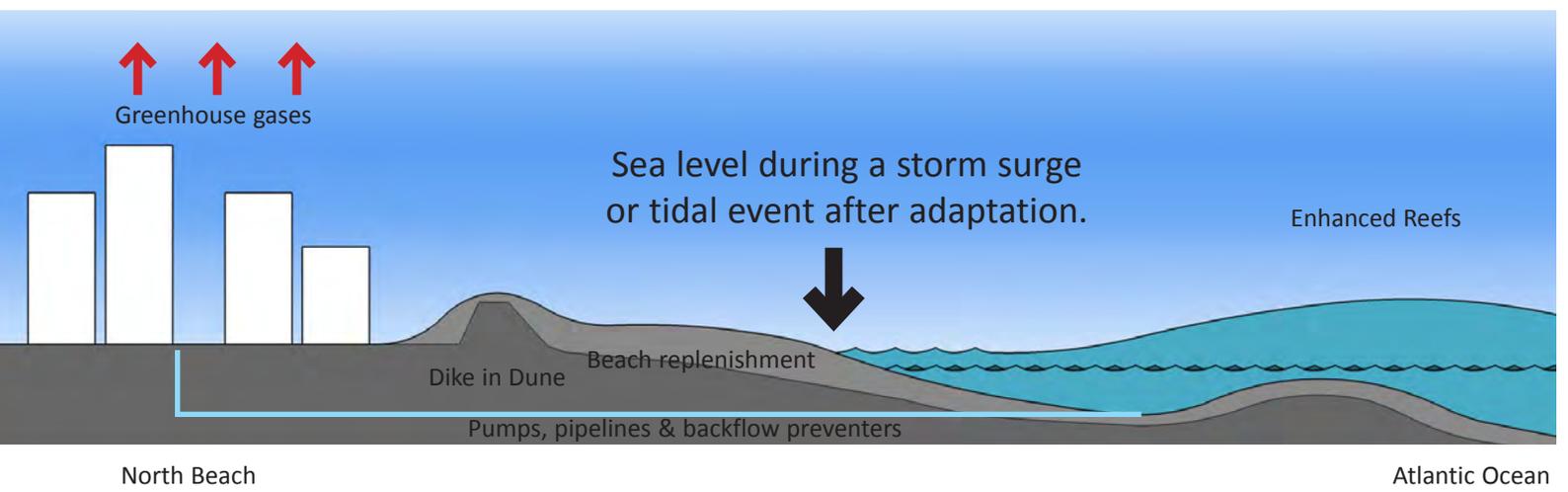
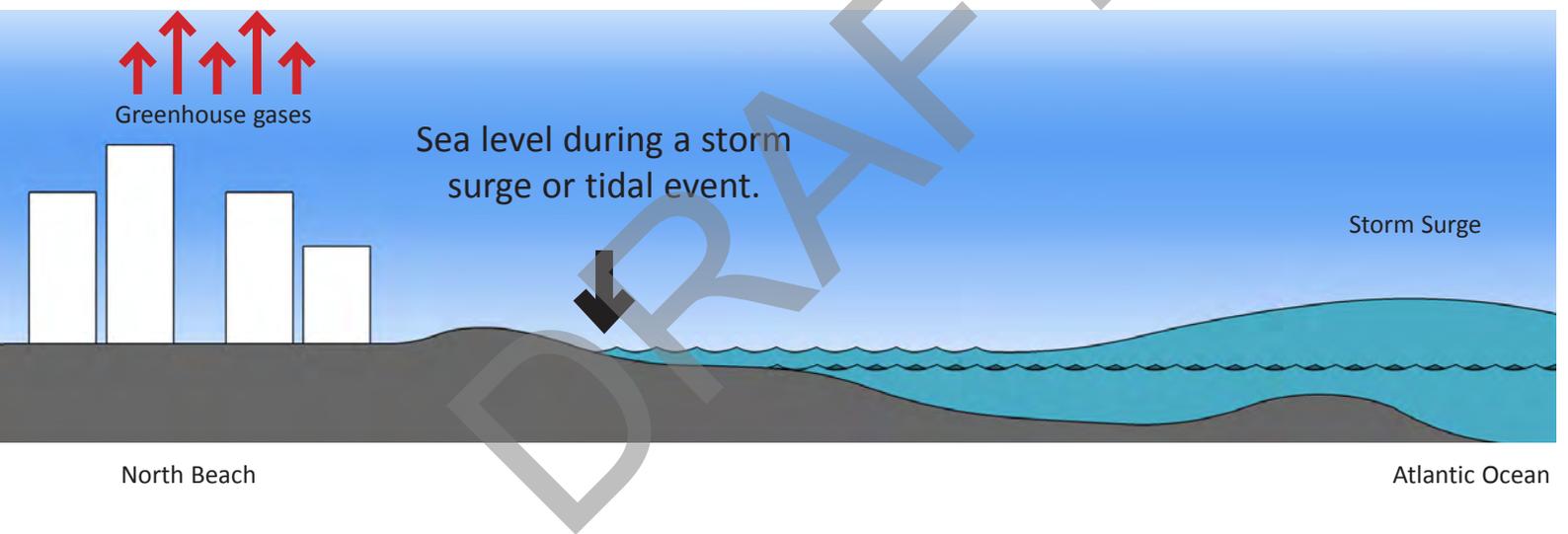
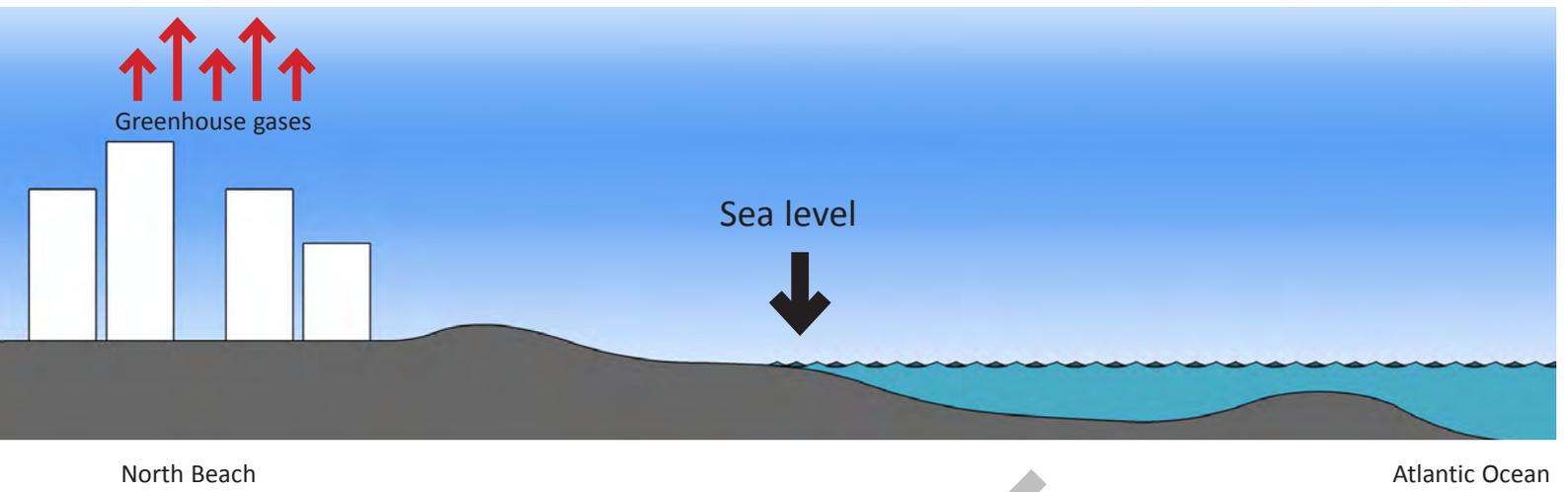
Biscayne Bay



Biscayne Bay



Biscayne Bay



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Chapter 3

Action Steps

Introduction	3.2
Action Steps	3.4
Design Guidelines	3.12

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Introduction

This chapter is organized into two sections, *Action Steps* and *Design Guidelines*. First, the action steps discuss both general and specific action items for local ordinances; next, an essential design guide, critical for maintaining context sensitive urban design in North Beach, is described and illustrated.

Based on the plan principles and ideas discussed in the previous section of this report, the following pages describe recommended actions, changes to local policies, and key urban design guidelines for North Beach.

Implementing the North Beach Master Plan will require multiple actions from civic leaders and stakeholders. Several of the overall themes for implementation are highlighted below while specific topics are discussed in more detail throughout this section.

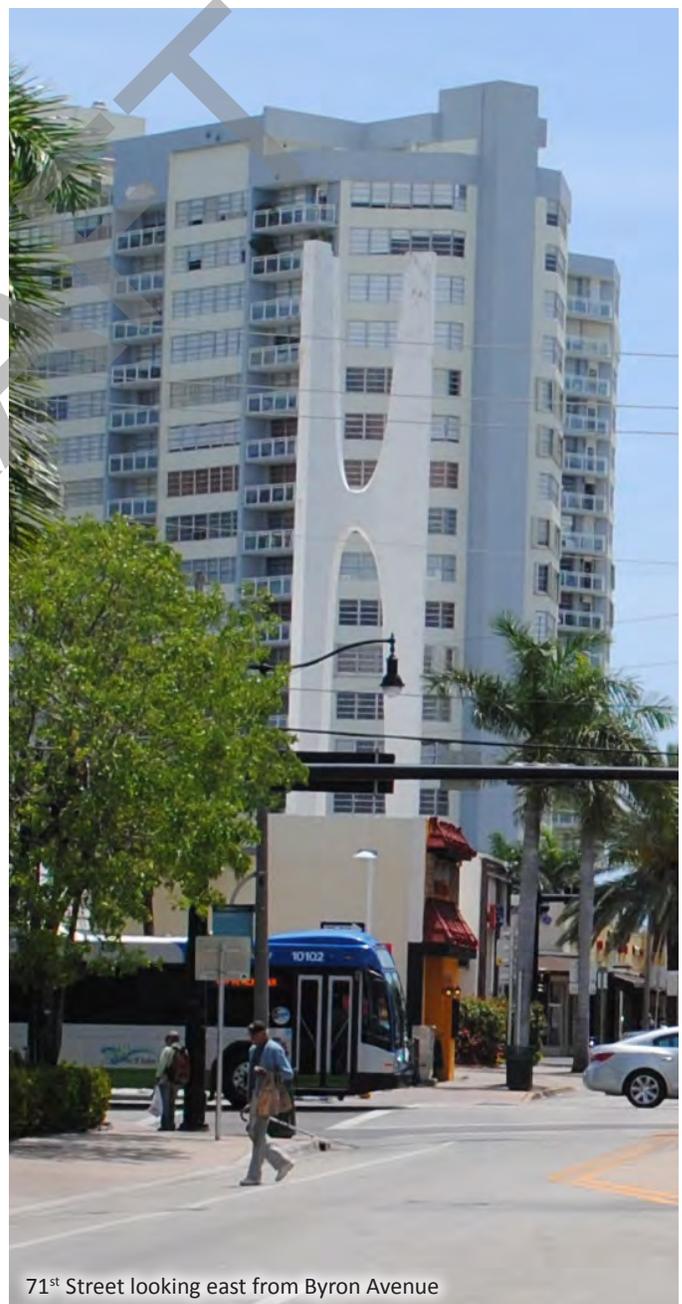
Development Regulations

During the North Beach charrette, developers expressed a need for increased development rights in the Town Center to make development feasible. Residents in the low density historic area expressed a desire to preserve the historic buildings and keep new development at a small scale. The recommendation to create legally binding protections for contributing historic buildings, while at the same time creating a transfer of development rights program, attempts to address both of these issues. The increased density could also be coupled with zoning ordinances that require a number of affordable rental units within the bonus density. These steps will require significant legislative action and new regulations on the City's part and possibly a voter referendum.

Catalyst Development Projects

A range of capital improvement projects will be needed to widen sidewalks, plant trees, and improve parks and street ends. Streetscape projects will be needed to create the envisioned east-west connections throughout the study area and possibly to raise targeted low-lying streets. The City should consider beginning the process of revising the North Shore Neighborhood GO Bond project to achieve many of the capital improvement goals of the North Beach Master Plan. The City should work with the Florida Department of Transportation (FDOT) to get in to their work program as soon as possible.

In addition, the vacant West Lots and 72nd Street lot are enormous assets that the City can utilize in order to create the kind of ideal development projects that meet the City's complex needs regarding sustainability, affordable housing, civic spaces, economic development, and mixed uses. Harnessing the development potential of these lots remains essential for revitalizing North Beach and implementing the North Beach Master Plan goals. Further, the City has direct control over catalyst projects on these lots rather than having to rely on incentives and regulations to shape private development.



Mechanisms for Implementation

It is clear that North Beach needs dedicated advocacy and services to succeed. There are a number of ways that this could be accomplished and result in implementation.

The simplest and most direct way would be to create a City staff position ideally at the level of the City Manager’s Office. The position title could be North Beach Development and Services Director (or similar). It’s important that the person filling the role be empowered to act as a true advocate for North Beach.

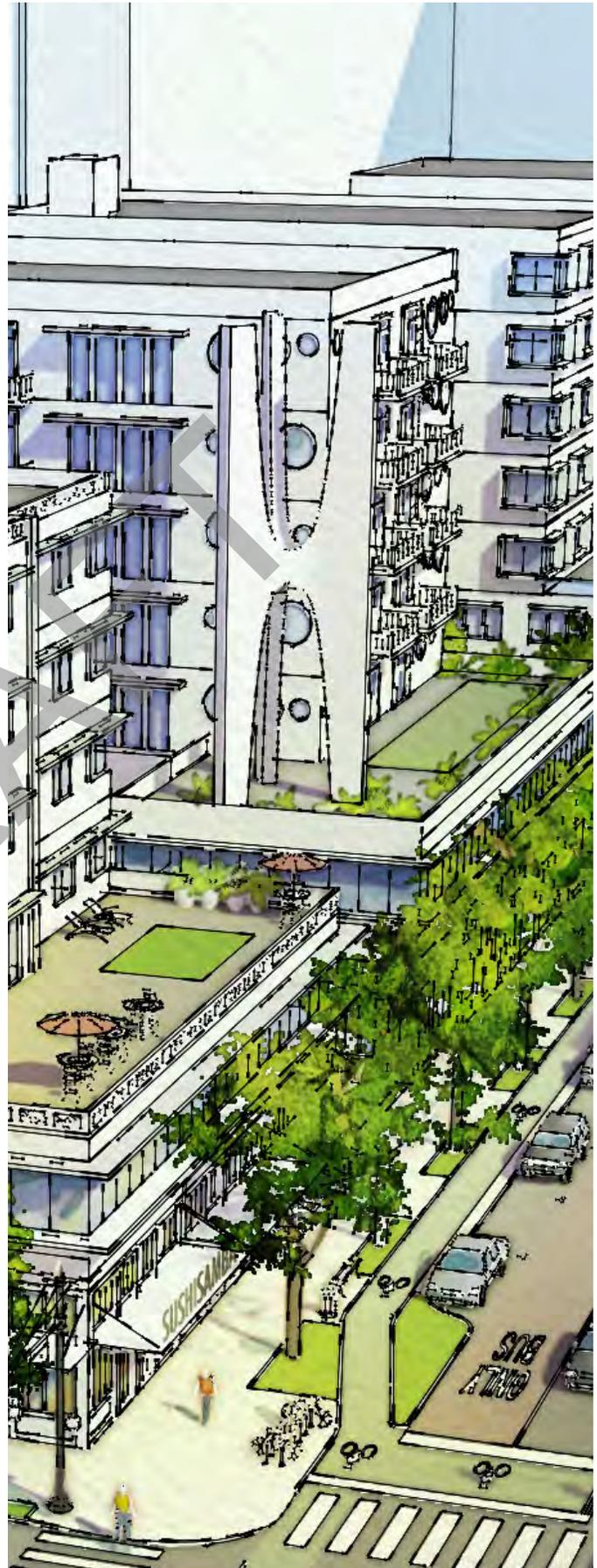
Another strategy to create a North Beach advocacy entity would be to establish a Business Improvement District (BID). The City may wish to participate as a partner in a BID to help create a critical mass to get the BID up and running.

Implementation of Past Plans

During the charrette for the North Beach Master Plan, many residents expressed frustration that previous plans had not been implemented; “make it happen” was a consistent comment. It’s important to note that many elements of the previous plan for North Beach, the Town Center Plan (2007), were implemented. Planning and zoning regulations were amended according to the Town Center Plan, and at least one project, the Chase Bank at Collins Avenue and 69th street, was constructed in accordance with the Plan. The project features an attractive small urban plaza as required in the Plan. Unfortunately, shortly after the Town Center regulations were adopted, the 2008/2009 real estate recession took place and no other projects were proposed in the Town Center district. However, the regulations are still in place and will shape any new development that occurs. Many of the ideas included in previous planning studies have been incorporated into the North Beach Master Plan.

Looking Ahead

It is clear that a variety of techniques will be required to implement the vision outlined for the future. These concepts, coupled with the recommended changes to the land development regulations, the implementation of key action steps, and the interpreting of the design guidelines, each explained on the following pages, will all be necessary in order to achieve the desired results.



Action Steps

General

Historic Preservation

Preserve the historic assets in North Beach by implementing changes to local policies and advancing best practices for context sensitive design.

- Create Local Historic Districts, Neighborhood Conservation Districts, and Transferable Development Rights (TDR) Districts. The boundaries for the proposed locally designated Historic Districts and Neighborhood Conservation Districts, shown in Chapter 2, are based on an analysis created by the Historic Preservation Board in 2014 and should be used as a starting point for this endeavor. The existing TDR ordinance (Sec. 118-223) can be amended to create sending districts with the same boundaries as the National Register Historic Districts, and a receiving area with the same boundaries as the Town Center.
- Modify existing regulations for new construction in the North Beach Historic Districts. Miami Beach Ordinance Section 142-155 (a) can be amended to include provisions to guide new construction and rehabilitation within the Historic Districts. These should be modeled on Section 142-155 (a)(3), which guides new construction in the Flamingo Park Local Historic District, with specific requirements and measurements adjusted to match the specific characteristics of North Beach. The purpose of these changes in regulation is to ensure that future construction will match the character, common dimensions, and other common features of the surrounding historic architecture.
- Preserve valuable MiMo design assets. Legal historic building protection should be extended to all of (or designated portions of) the National Register Historic Districts. This should be coupled with the creation of a Transfer of Development Rights program, like the one that has been successful in Miami's MiMo Historic District, to protect the financial interests of property owners and provide an incentive and financial mechanism for renovating historic buildings.
- Promote the MiMo Districts through wayfinding and signage. Directional and identity signage for the North Beach MiMo Districts is currently not adequate. "North Beach MiMo Historic Districts" signs should be installed at the 79th I-95 exit and at a few key locations along 79th Street, the causeway, and 71st Street on Normandy Isle. 79th Street in Miami is seeing greatly increased traffic as a revitalized corridor. A wayfinding signage system

should be expanded to include all of the North Beach historic and MiMo destinations.

- Continue to educate the residents and visitors by offering them an understanding and appreciation of MiMo design. Efforts like the City's MiMo on the beach website and the Miami Design Preservation League's walking tours, should be supported and expanded. A physical home for a MiMo Design Center, like South Beach's Art Deco Welcome Center, should be created. The Center could function as a visitor information center with exhibit and lecture space.
- Establish and hold an annual MiMo signature event. Palm Springs, Los Angeles, Ft. Lauderdale and other cities hold popular and successful festivals that celebrate Mid-Century Design. With entertainment, corporate design sponsors, exhibits, speakers, movies, vintage markets, and other elements, the North Beach MiMo Days could become a signature event that generates needed economic activity and showcases North Beach. Art Deco weekend, is an excellent local example of what could take place in North Beach.

Development Process

The following recommendations are intended to improve the development process in North Beach.

- Hold a North Beach Property Development Workshop to share development lessons and incentive information. The City should hold a special workshop of the Planning and Zoning and Historic Preservation staff, developers, architects, and attorneys to share strategies for success and promote the many local, state, and federal incentives for redeveloping historic buildings.
- The City should hold a special workshop of the Planning and Zoning and Historic Preservation staff, developers, architects, and attorneys to carefully review all steps of the development approval process and determine if there are opportunities to streamline the process for priority areas like North Beach.

Mixed-Income Housing

In accordance with the vision outlined in the previous chapter, ensure that mixed-income housing is a part of all North Beach neighborhoods in the future.

- Continue to encourage the properties owned and operated by the Housing Authority of the City of Miami Beach (HACMB). In recent years, the HACMB has developed and begun operating a number of first class properties for special needs housing groups. These buildings meet the highest design and operating standards and would be an asset to any neighborhood. All are in South Beach. The City should work with HACMB to explore opportunities for developing its properties in North Beach. Given that the city is in a boom real estate cycle, this is not an efficient time to be competing for land or construction resources. The City should set aside funding to be used to buy a distressed property in the next down cycle. Alternatively, the City could build on City-owned property at a number of locations.
- As an alternative to HACMB developing new affordable housing, the City should also explore the possibility of more public-private ventures by financing an affordable housing developer who will build appropriate smaller-scale projects in acceptable locations.
- Explore inclusionary housing zoning programs. The City should explore the advantages and disadvantages of inclusionary housing zoning initiatives and the possible application in the most suitable form in the City.
- Explore reducing the minimum size of apartments when tied to affordable housing provisions. Micro-unit housing offers potential for developers to build housing at a lower cost and still generate an acceptable return at regulated prices. This is an option that adds to the strategy of having a multi-faceted affordable housing approach.

Public Lands

Protect public ownership of properties and enhance public properties by adding additional uses in a way that supports the surrounding community and attracts new investment.

- All changes in use of public properties should involve a deliberative process that is inclusive of public input.

- There should be no net loss of publicly owned lands to private entities. Leases can be used to accommodate new uses and amenities instead of sale.
- Streets should not be closed for the purposes of development. A City's streets are its most valuable public spaces, and on an island a network of streets is especially important to accommodate traffic and mobility.
- The West Lot properties could be enhanced to better serve local needs as well as to create destinations for visitors. For specific blocks, the City should issue a Request for Proposals (RFP) from developers and community organizations to realize the public's vision for the lots based on the North Beach Master Plan.

Climate Change Strategies

Continue to adapt to climate change in a way that protect's North Beach's historic assets and mitigates carbon pollution which causes climate change.

- **Short-Term: Adaptation**
Make North Beach a priority when making resilience investments and implementing capital improvement projects, including beach replenishment, developing storm water infrastructure, building dikes-in-dunes, raising streets, raising sea walls, and raising buildings.
- In order to accommodate for new resilience measures that the City of Miami Beach is implementing, modifications to existing zoning requirements for ground floor heights should be codified. As roads and buildings get raised, new construction and existing height restrictions should change accordingly.
- The cost of sea level rise adaptation measures is likely to be enormous. A suggestion was made during the charrette to explore the possibility of Community Redevelopment Agency (CRA) funding. City and county governments create state authorized CRA districts to direct incremental property-tax increases to improvement projects within the districts. But the proposed CRA district must first meet complex demographic and physical condition requirements that characterize the district as an officially-designated "slum and blight" area. County approval is also required. It is unlikely that any of the study area meets the complex "finding of necessity" poverty level requirements for these funds. If in

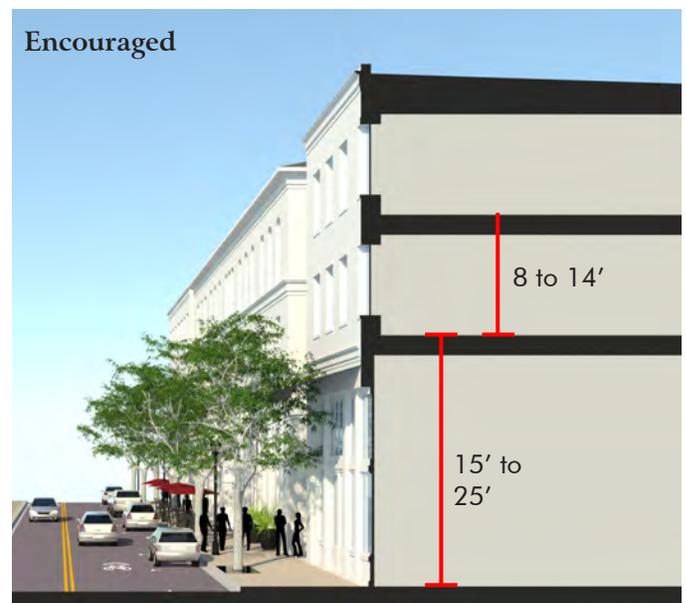
the future the area is negatively affected by sea level rise and corresponding disinvestment and deterioration occurs, the City may be in a better position to designate the area as a “slum and blight” area. Perhaps at some point, the CRA process may be revised to cover “sea level rise at-risk districts” in addition to or instead of “slum and blight” districts.

- To help incentivize adaptation to sea level rise, the City may want to consider implementing a low cost loan or subsidy program that is available to property owners who meet a specific set of criteria. The City is increasing the required height of new sea walls on public and private property. Higher seawalls and elevations will protect new construction but not neighborhoods. It’s in the City’s interest for all property owners to raise their seawalls. Therefore, a City operated low cost loan program for raising private seawalls would encourage homeowners to undertake these improvements.
- Today, the current zoning for the Town Center, allows for 7 stories to be built to a maximum height of 75 feet. The City should consider raising the height requirements for ground floor new construction to between 15 feet minimum and 25 feet maximum. This change would coincide with a change to the permitted height of buildings.
- **Mid-Term: Mitigation**
North Beach should continue to reduce greenhouse gas emissions related to buildings. New buildings should incorporate alternative energy systems, recycle, and collect water to reduce the impact on storm water infrastructure and consumption of potable water, and reduce the City’s carbon footprint by recycling building materials and sourcing materials locally.
- As North Beach becomes more multi-modal and less dependent on the automobile, the island will produce less of the carbon pollution that is causing climate change.
- **Long-Term: Transition**
In the short- and mid-terms the City must do its best to insure that all residents and businesses get to stay on the island. However, should the most dire climate change predictions become a reality, North Beach must prepare for a period of transition. In general, development in the region should be focused on the most defensible areas and be limited in more vulnerable areas.

Mobility

Improving the ability for residents to move around Miami Beach safely and effectively is an ongoing effort that will continue to be implemented over time.

- The City should consider creating a trolley service that connects North Beach trolley riders to South Beach: The City launched a free North Beach circulator trolley in 2015. Since its inception, ridership has continued to grow steadily. As of February 2016, the City reported ridership at 1,700 passengers per day or roughly 6% of the area’s residents (approximately 29,392). A new mid-beach trolley is being planned and should be complemented with a South Beach loop.
- Create dedicated bus lanes in the Town Center: Dedicated lanes will enable buses to transport riders much more frequently. In addition, better synchronized lights will improve the flow of traffic for both cars and buses.
- Build protected bike lanes and implement planned bike infrastructure improvements: Painted bike lanes do not provide adequate protection for cyclists from motorized vehicle drivers on wide, fast moving streets. Following the recommendations outlined in the recent Bicycle and Pedestrian Master Plan, protected bike lanes, sharrows and traffic calming techniques should be implemented.
- Build parking structures in specific areas of North Beach, such as Biscayne Point and Normandy Isle, where the demand for parking is high. Parking structures can help reduce the amount of



developable land necessary to dedicate to this use by concentrating it all on one site over multiple levels.

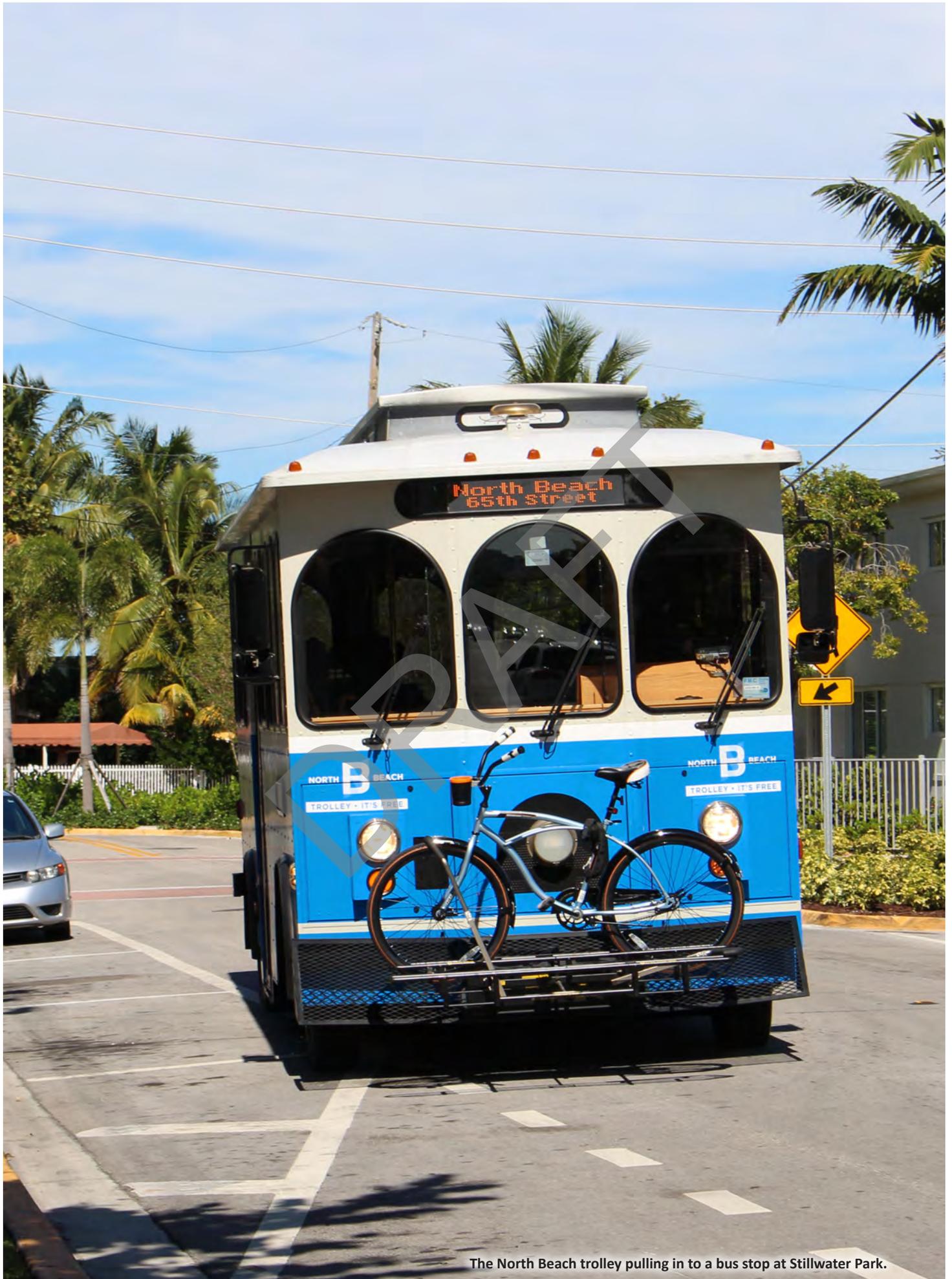
- Centralize Parking Structure(s): with one centralized parking structure or two smaller ones within or at the edges of the Town Center, parking requirements can be reduced for new buildings. The centralized garages would need to be within walking distance to major activity points. Similarly, parking garages could be constructed to serve other areas in NoBe such in the West Lots and on Normandy Isle.
- An intercept parking strategy is recommended for North Beach. Vehicular traffic can be “intercepted” at the edges of North Beach and at the edge of North Beach’s walkable districts before it adds to local traffic. Parking structures and surface parking lots at the edges can then be serviced by shuttles, buses, and trolleys. On the edge of walkable areas the drivers and passengers of “intercepted” traffic often can be persuaded to become pedestrians if the streets are walkable. When streets are safe, comfortable and interesting, people often opt to “park once” when shopping, dining and visiting an area. Drivers can be persuaded to become cyclists if dedicated on-street bike facilities are made available.
- Require electric charging stations: As electric vehicle technology continues to improve, more drivers are making the switch from gas-powered vehicles. Miami Beach can require them as part of a parking facility in private development or by contracting to a service provider at on-street spaces or in municipal parking lots or structures.
- Build bicycle parking stations: These can be thought of as a small parking structure for bikes. The Parking stations are attended by a person who takes your bike for a fee and locks it into an enclosure or room. Many commuter cyclists find comfort to know that they can leave their bicycles in a secure location. These are new amenities in most US cities and have been recently implemented in Berkeley CA and Oakland CA. They can be run by a private vendor or a not-for-profit organization as a fund raiser.
- Plant shade trees: In an area as sun-drenched as Miami Beach, shelter from constant sun is necessary and encourages people to walk. Future streetscape projects should require a minimum percentage of tree canopy within the time frame of two years after completion of the project. Canopies and balconies on shopfronts can also provide shade and shelter from the weather.



ABOVE: The map above illustrates fatal traffic accidents in the North and Mid Beach areas.

Workforce Housing

- The City should consider zoning, land development regulation, and permitting incentives to assist the creation of non-subsidized workforce/ affordable housing, that include additional building height, reduction in minimum unit sizes, reduction (or even elimination) of parking requirements and potential FAR bonuses. Specific areas near transit should be prioritized for workforce/ affordable housing.



The North Beach trolley pulling in to a bus stop at Stillwater Park.

Specific Action Steps: Town Center

In order to stimulate redevelopment of the Town Center, the following changes are recommended to the land development regulations. The recommendations are arranged by topic in the subsequent text.

Town Center Design Review Standards and Parking

During the public meetings held as part of the Design Charrette in February 2016, some members of the community stated strongly that as new buildings are added, new parking solutions must come also, so as not to put an undue burden on the existing residents and businesses in the Town Center. Because the commercial lots are small, only 100 feet deep for most, and the ownership pattern from lot to lot is like a ‘mosaic’ of various owners, there is no additional room for surface parking lots.

Property owners who have planned parking structures on the Town Center’s 100 foot deep lots have found that there is not an efficient way to build given that a normal parking aisle is 60 feet wide, and 24 more feet of depth is required for a ramp between levels. Most of the existing buildings were constructed when the City of Miami Beach did not have a requirement for off street parking spaces. Concern about parking, whether from the owner, the community, or from the development financiers, is one of the reasons no new redevelopment has taken place.

Regulatory Changes in Town Center

The following changes, related to the Town Center and parking, are recommended for local ordinances, including the Design Review Standards for the Town Center.

- Consider removing requirements tied to the provision of easements for alleys within the Design Review Standards for the Town Center zoning districts. The reasons for removing this provision is that implementing this requirement may cause the undesirable effect of cutting into the rear of older and possibly historic apartment buildings if the owners are planning on the re-purposing of those buildings.

In addition, the alley might interfere with the layout for an efficient parking garage as part of a redevelopment project. Further limiting the dimensional space for a parking deck makes it probable that no contributive new development will occur there, at least given current high parking requirements.

These alley requirements are in Section 3 of the Design Review Standards for the TC zoning districts and would need to be removed from the diagram in Section 1, Infill Regulation Plan.

- Consider removing parking requirements for projects less than 25,000 gross square feet, excluding restaurants and bars.
- As additional transit services and options are added to the neighborhood, consider reducing parking requirements further. For every new parking space that is added in the neighborhood there will be another car on the nearby roadways, at least two times per day, adding to congestion. To keep auto-traffic congestion from impeding the economy and diminishing the quality of life, make transit, walking and biking far more attractive and convenient than driving. If transit is fast and reliable and pleasant to use, more residents and patrons will use it as an option, especially if the frustration of searching for a parking space exceeds the comfort level of using transit. The future prospect of autonomously driven vehicles could have a substantial effect on places like North Beach. It is recommended that this idea be re-visited in not longer than 3 years (2019).
- Currently for buildings with parking levels, it is the first floor only that is required to have useable, habitable space along the street frontage. If that requirement extended to all floors, such as in the land development regulations for Miami and for the Downtown Kendall District in Miami-Dade County, the character of the streets and safety for pedestrians in Miami Beach would be better than with the existing rule.
- Remove the civic space requirements from the Design Review Standards for the TC zoning districts. If it is desired to have additional parking spaces and to have parking garages lined with useable space, the civic space requirement is further cutting into the small area left for leasable/sellable area that pays for the new construction. Section 9 of the Design Review Standards contains a lot of required details that offer excellent guidance for the design of public spaces. It would be fine to leave them and require them if an applicant decides to provide an urban plaza, but remove the requirement that makes them mandatory for development sites over 20,000 square feet (refer to the *Town Center Design Review Standards*).

- Land uses in the study area should be reviewed to determine what should be encouraged, allowed, or prohibited, to create an optimal mix of uses that both services local needs and retains local small businesses while attracting regional attractions.

Height and FAR

During the public meetings throughout the February charrette, the developers who participated explained why they had reservations about building in the Town Center. Some, but not all, communicated that the current FAR requirement is too restrictive. When considering all of the comments, it is clear that the core issue is a ‘disconnect’ between the allowable FAR and the height limit. Both are utilized to limit the volume of a building. The floor area is a vague control that offers no sense of what the final form will be. Building height and the limits of the property’s setbacks ultimately limit the maximum volume of the building.

To finance the construction of a building, the floor area is the commodity that provides the income. The parking does not. The architectural embellishments and landscaping of the grounds only add value to what is being sold or rented. Although the floor area taken up by the parking decks of the building do not count towards the FAR limit, to maximize the floor area and provide the required parking spaces, there is not enough space within the height limit to do so.

It is easy to be dismissive and simply say that there is no reason for a developer to maximize the potential. However, there are several additional requirements for development in North Beach, making it more difficult to develop. The additional requirements include:

- An extensive public review process that requires payment for the fees of architects, lawyers and other experts. The more meetings and revisions to the design, the more professional fees there are that must be paid by the developer. Miami Beach is known for its tough review process that requires many meetings and presentations for project approval.
- Purchase of additional properties to provide parking. Each of the neighboring owners of older apartment buildings are generating income for themselves from those buildings. Why should they sell theirs for a low price? It might be easier for the developer if negotiating a price with just one neighbor, but in some cases on the blocks along 71st Street, the lots of 4 to

6 individual property owners might be needed for a parking structure, each with a separate conception of their property’s worth. With multiple negotiations, the cost of the land becomes higher.

- Developers often say that a project has to “pencil out.” This means that the income generated by the sale or lease of the floor area has to exceed, by some amount of profit, the cost of the land, constructing the building, and all additional costs for design, approval process, and fees. The reason they say they are not building on 71st Street today is that the buildings don’t “pencil out.” If there are no new incentives or adjustments in existing regulations, it is unlikely that there will be new construction.

Changes to Height and FAR

The following changes, related to height and FAR, are recommended for local ordinances, including the Design Review Standards for the Town Center.

- Consider increasing the height limit for properties within the Town Center. To begin with, height should be increased to 125 feet; this will allow a slender tower. Keeping the height lower will yield “boxy” buildings that block out a large portion of the sky as opposed to a smaller vertical portion of the sky.
- As an alternative to height as measured in feet, consider changing the height requirement as measured in the number of stories. A height limit measured in feet may penalize a developer who wants to provide luxury units with a higher floor to ceiling height. Other communities such as Miami and Miami-Dade County have ordinances that define a story as no taller than 14 feet, and then there is cap in the number of stories. If a building has a floor taller than that, it counts as two stories. Most codes that regulate height in this manner allow at least one story to have a higher floor to ceiling height to accommodate retail spaces on the ground floor.
- Change the restrictions to enable larger buildings in the Town Center. Since FAR is used as a massing limit that does not describe building form in any way, most communities that want more control over the form of future growth remove it as a criteria and use only limitations in height accompanied by setbacks

on the ground, and vertical setbacks on upper floors. Based on the heights shown in the Intensity Increase Study conducted by Shulman + Associates in 2014, the community should consider using parameters based on this study. Heights could be increased to 12 stories maximum along 71st Street. If FAR must remain as a criteria in the zoning ordinance, then it should be increased to 3.5. If the use of TDRs becomes an adopted strategy for historic properties, and the Town Center or specifically 71st Street becomes a receiver of those credits, the maximum height could be increased with the application of credits, up to _ stories, and a higher FAR. A regulatory change of this kind will require a referendum.

- If the community is increasing the FAR, then at the same time the boundaries of the zones: TC-1, TC-2, and TC-3 could be combined into one district.

The primary difference between these zones is a variation in FAR and height limits, yet almost all of the other rules are the same, irrespective of a property's TC designation. Given that some of the boundaries are very close together, simplifying the design parameters will save time for both applicants and the City. If the community still feels that there should be some variation in height based on geographic location, then a separate regulating map can be created to identify height limits within the combined Town Center District.

- Consider standardizing FAR limits for all lot sizes. In Sec. 142-737. (a) of City's Code of Ordinances, Chapter 142, Zoning Districts, Division 20, there is a table that specifies FAR limits. In TC-1, the FAR varies based on lot size. This is a system that rewards those who have aggregated multiple parcels and penalizes the small lot owner. If changes to the heights are modified, then this table will need to be adjusted accordingly. And, if the TC zones are consolidated, the table could be collapsed into a paragraph of text or into a smaller table.
- Consider using a Transfer of Development Rights (TDR) program to transfer surplus air rights from historic properties to the Town Center. If transferring

height from historic properties is implemented, the additional height should occur above the 12th floor. This will require a revision to the City's existing code of Ordinances, Sec. 118-222, to list the Town Center as a receiving district.

- The City could consider attaching requirements for the use of a Transfer of Development Rights program. For instance, the City can stipulate that in order to use air rights within their project, a developer must include a certain percentage of units priced below market-rate, so as to increase the supply of affordable housing. This is one example of how a transfer of development rights might work; there are several other options. It is recommended that the exact system for implementing a transfer of development rights is studied further, in order to incorporate the system into local ordinances.
- The City should investigate the possibility of FAR bonuses for public benefits like streetscape improvements, open space improvements, or infrastructure improvements that are described in the plan.

Action Items for the Town Center

Advocating for North Beach redevelopment should be a priority.

- Create a position or entity to advocate for North Beach redevelopment and services as soon as possible.
- Investigate the feasibility of creating a North Beach BID with City participation. Business Improvement Districts have been successful in revitalizing thousands of urban centers around the world.
- Create detailed criteria for developing the City-owned West Lots and 72nd Street lot. This must balance and include all of the competing community and City interests in a way that the projects will enjoy broad community support and political support.
- Immediately reissue the planning and design of the North Shore Neighborhood GO Bond project to include all of the capital improvement measures validated in the North Beach Master Plan process.

Design Guidelines

Introduction

Designs for future development are to be based on the walkable character of North Beach and its MiMo architecture.

The vision for North Beach calls for unified, coherent, attractive functional streets, framed by developments that complement the neighboring buildings. This requires consideration of the entire street space – from building facade to building façade, including land in the public right-of-way as well as land on private properties – and the critical building-to-street relationship. This is the way to create a high-quality public realm for all users. Therefore, recommendations address upgrades for the design of the streets as well as for the design of buildings.

The facing pages depict the typical neighborhood character within the study area; a range of building types comprise the compact neighborhoods in North Beach, which are both residential and commercial.

The following pages discuss and illustrate appropriate neighborhood design, street and pedestrian oriented buildings, appropriate building elements, and urban design details—like building appurtenances.



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Neighborhood Character



Urban Design

Lot Assemblage and Building Metrics

In order to preserve the quaint character of the distinct neighborhoods in North Beach, new development should match the existing scale and character.

- New buildings should be designed to reflect aspects of the general massing and height of neighboring buildings. The architecture of the new building should use massing tools such as setbacks, common roof lines, and the like, to optimize compatibility with the neighboring structures.
- Streets, other rights-of-way and other public lands should not be conveyed to private interests to facilitate development. In the past in Miami Beach streets were lost to condominium projects and municipal projects and this resulted in a loss of connectivity and allowed for projects that were out-of-scale with the historic fabric. All streets should stay open to the public.
- New projects should be contained to original lot lines as often as possible in order to maintain the historic scale of the street and neighborhood.



Above: A new building in Flamingo Park matches the massing and scale of existing buildings. A setback accommodates additional height.

Building Orientation

To create a high quality public realm, buildings must be sited so that the primary facade – including active doors and windows – is oriented to face the street.

- Building orientation is the first step in making great streets and public spaces that define great neighborhoods. Buildings have fronts, sides, and backs; the appropriate and most carefully designed faces of buildings should front streets and public spaces. Building rears or sides, which often incorporate a building’s service functions and typically have less doors and windows, should not face the public realm. The front façade of all buildings should be built parallel to a front lot line or to the tangent of a curved front lot line.
- Re-establishing the relationship between the fronts and backs of buildings to ensure that public spaces have natural surveillance is another best practice for good neighborhood design. This will avoid the blighting influence of the backs of buildings that face public spaces. Building fronts display a building’s principal façade and should face either streets or public spaces. Fronts of buildings should also face fronts of other buildings. Fronts may face sides where necessary; however, fronts should never face the backs of buildings.
- Buildings with frontage on two thoroughfares, shall have their building front on the thoroughfare most likely to accommodate pedestrian traffic.

Fronts facing Fronts	Acceptable (Preferred)
Backs facing Backs	Acceptable (Preferred)
Fronts facing Sides	Acceptable
Sides facing Backs	Acceptable
Fronts facing Backs	Not Permitted

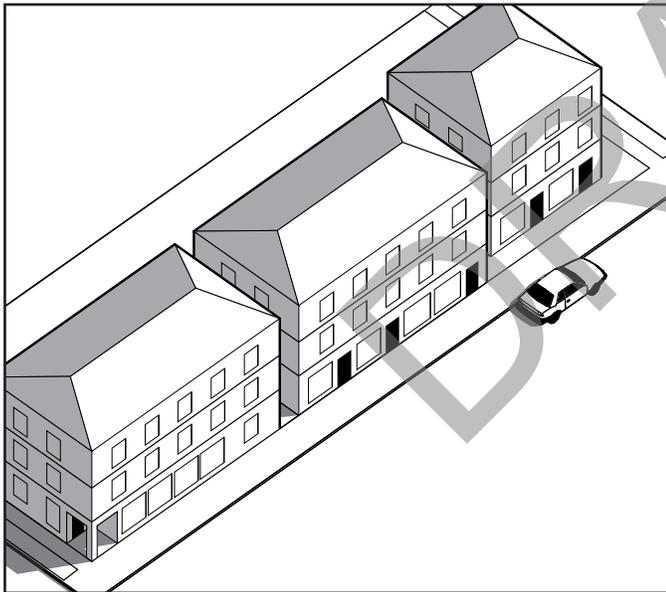
Above: Building orientation configurations.

Frontages

Build high quality frontages that define streets and public spaces as places of shared use.

Frontage is the privately owned layer between the façade of a building and the lot line. The combination of the private frontage, the public streetscape and the nature of the thoroughfare defines the character of the majority of the public realm. The frontage of a building is a primary contributor to pedestrian activity.

- In the Town Center area and along Collins Avenue, new projects should have functional doorway entries/exits so buildings have doorways at an average of 75 feet or less along nonresidential or mixed use buildings or blocks.

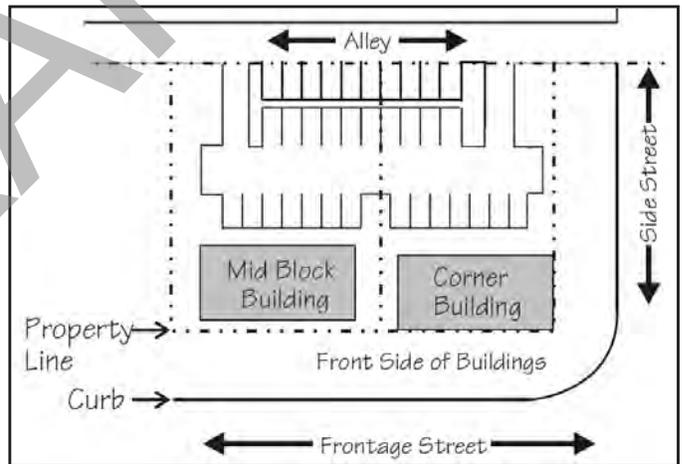


Above: Functional entries at short intervals allow activity at many street segments and keep spaces safe.

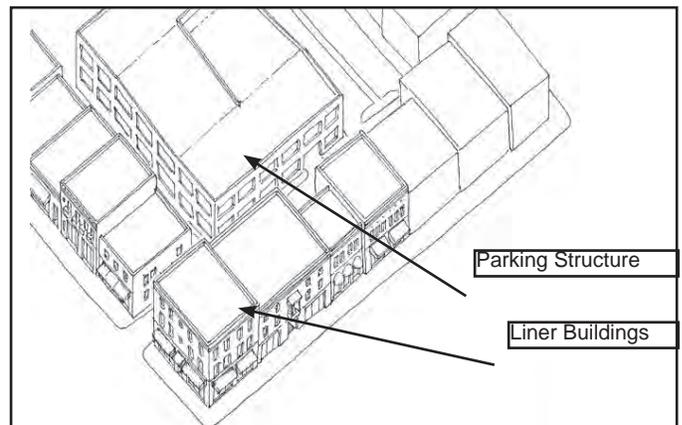
Parking Locations

Site all buildings along streets, not set within parking lots. Parking should be located behind or to the sides of all buildings, and shielded from view of adjacent sidewalks and public spaces.

- In the future, necessary parking within the Town Center should be located off site in a parking structure, that is centrally located within a short walking distance.
- Where parking garages are necessary, the structure should be concealed from public view, or lined by usable building space along the street frontage.
- As more multimodal improvements take place, required parking ratios can be reconsidered and potentially reduced or eliminated, as more patrons will be also arriving by foot, bike, and transit.



Above: Parking located behind structures, ideally along an alley, and shared among businesses.

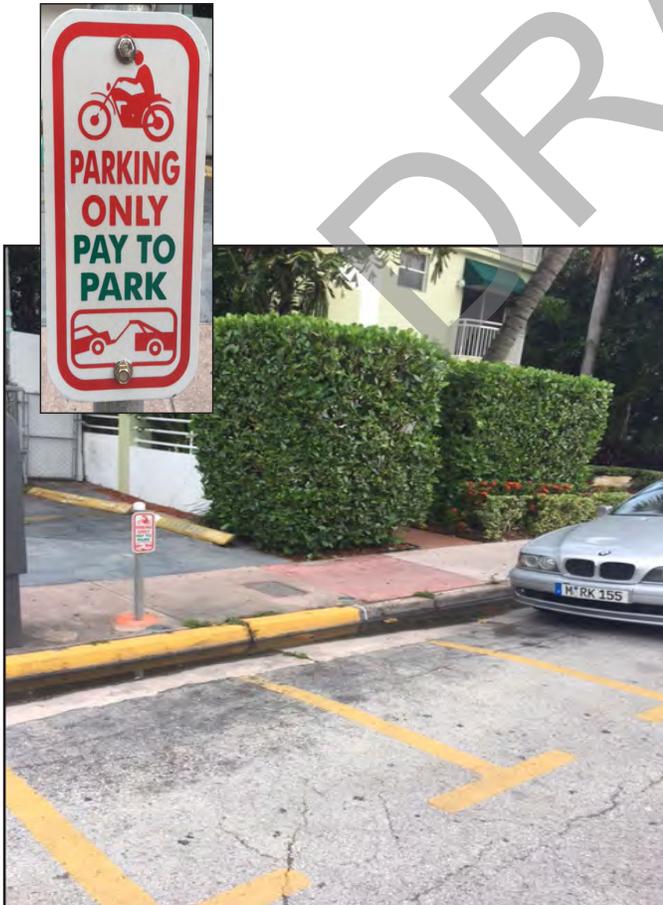


Above: Parking structure liner buildings can also be detached structures.

Parking Availability

The redesign of streets should add parking whenever possible and not eliminate it.

- North Beach should add dedicated scooter parking spaces to eliminate the need for scooters to use spaces sized for automobiles.
- While bulb-outs reduce pedestrian-crossing times across local streets they should be sized appropriately as to not eliminate needed parking spaces.
- The City should limit the use of curb-cuts which reduce on-street parking. Where possible, the City should seek to reclaim curb-cuts from interested property owners.
- The City should investigate the use of a resident-only parking program in North Beach which eliminates parking by non-locals overnight and on weekends when spaces are scarce.



Above: Dedicated scooter parking.

Street Design

Streets should be shaped spatially by buildings, and comfortable for the cyclist and the pedestrian.

- Key attributes of good street design include a defined street facade, lined by buildings that are located close to the street. In the Town Center, zero foot setbacks are encouraged in order to shape the central streets. Setbacks can be larger as the streets travel away from the Town Center; a street edge in a compact residential neighborhood is typically shallow, ranging from zero feet to 10 feet.
- A defined street edge, wide sidewalks, street trees, inviting shopfronts and accessible residences create an environment where the pedestrian feels comfortable. Coupled with improved bike infrastructure and transit access, the street becomes a place for people, not just for cars.

Streets should be safe for all modes of travel including pedestrians, cyclists, transit users, and motorists.

- Generous sidewalk space for pedestrians throughout the study area is required in order to increase walkability. In addition, separated cycle tracks, narrow streets with slow moving car traffic, and sharrows are necessary upgrades for cyclists in North Beach (refer to the Mobility section in the previous chapter for specific street improvements). Incorporating these improvements into the right-of-way will make it safer for those traveling throughout the study area on foot or by bike. "Last mile" transit connections, or bike and ped street improvements located near transit, should be a priority; this will enable safe and easy access to transit.

Streets should be connected and memorable components of the public realm.

- Streets should connect as many destinations as possible, for as many modes of transportation as is possible. In addition to taking people where they need to go, the architectural design of the buildings and the shape of the street should be inviting.

Street Trees and Sidewalks

Street trees and wide sidewalks are critical street elements in any neighborhood.

All of the components of street design are important; however, street trees and sidewalks are basic urban infrastructure, and are necessary requirements for pedestrian activity. If there are places in the study area that are not wide enough to fit these elements within the public right-of-way, trees and sidewalks should be implemented through easements or as part of new development on private properties. In the Town Center, sidewalks should be a minimum of 10 feet wide; if dining is to be accommodated on the sidewalk, the minimum sidewalk width should be 20 feet.



Above: Sidewalks and street trees provide a sense of enclosure on street.

Facade Transparency

Building facades, specifically those that define the primary street edge, need to have a high degree of transparency.

- Transparent building facades are essential for creating high quality streetspaces. A high degree of transparency adds visual interest for pedestrians, as well as safety and aesthetic appeal. A good rule of thumb is for the first story of a shopfront building to have a minimum of 70% of the façade consist of doors and windows. For residential or office uses, as well as upper stories on shopfront buildings, there should also be a degree of transparency, but it can be lower.

Shopfronts

Create outdoor rooms lined with storefronts for people to enjoy, specifically in the Town Center.

- Retail frontage storefronts, or shopfronts, should be functional and attractive. Projects within the Town Center should be designed so that 80% of the ground floor is within 5' of the front property line.
- The entrances to all shopfronts should be covered, either by an awning, canopy, second floor balcony, cantilevered eyebrows, arcade or colonnade, or by being inset into the main body of the building.
- Shopfront windows should not be made opaque by window treatments (excepting operable sunscreen devices within the conditioned space). Reflective and frosted glass should be prohibited on shopfronts.
- Storefront windows should be extended 8 feet to 14 feet above the sidewalk.

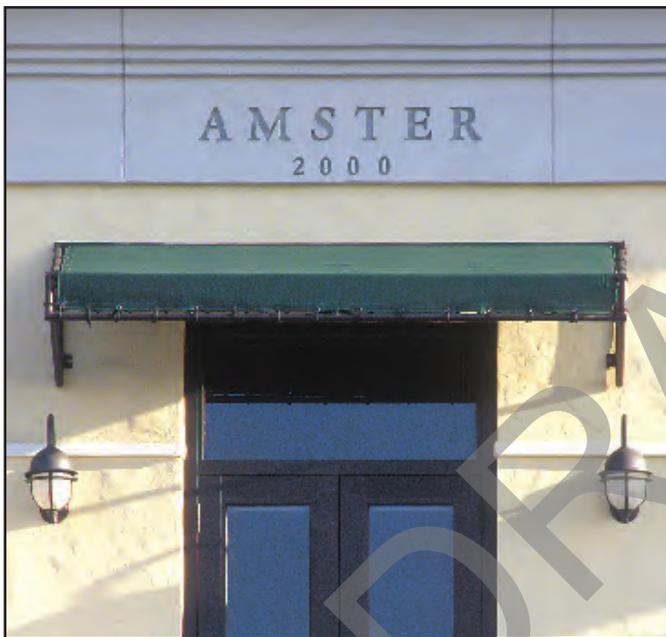


Above: Shopfronts should include shade.

Signs

Signs should enhance the character of the public realm, provide orientation to pedestrians and motorists, and help to give identity to the street.

- Signs should be designed and scaled for use by the pedestrian.
- In pedestrian-oriented areas, like the Town Center, signage is typically placed on the building; large free-standing monument signs along the roadway are no longer needed when patrons are arriving by foot, bike or transit.



Above: Pedestrian scaled sign.



Above: Wayfinding sign.

Landscaping

Landscaping should complement the experience of moving through the neighborhood. Appropriate landscaping is essential to providing a pedestrian friendly environment.

- Planting the landscape is one of the most cost effective design elements that can provide shade, texture, and color to public spaces, creating visual interest and encouraging pedestrian activity within the pedestrian realm. In addition to providing visual interest, well planted spaces in the pedestrian realm provide significant benefits to the urban environment.
- Adequate shade should be provided along all paths, walkways and roads in order to create a comfortable environment for pedestrians. Landscape design should respect and enhance the surrounding architectural elements and buildings. Avoid having “blank walls” along building facades.
- When planting the study area, drought tolerant and non-invasive species that are suited to coastal conditions should be utilized. Specifically in the Town Center, tree grates can be used along urban streets.
- Street trees should be planted in a row and should be the same (or similar) type. Shade trees, or canopy trees, should be used in pedestrian environments and need to be planted 30 feet, on center. Palm trees can be used to help define public spaces and should be planted in a row, 20 feet apart, from the center of one tree to the next.



Above: Tree grates in an urban neighborhood.

Building Elements & Appurtenances

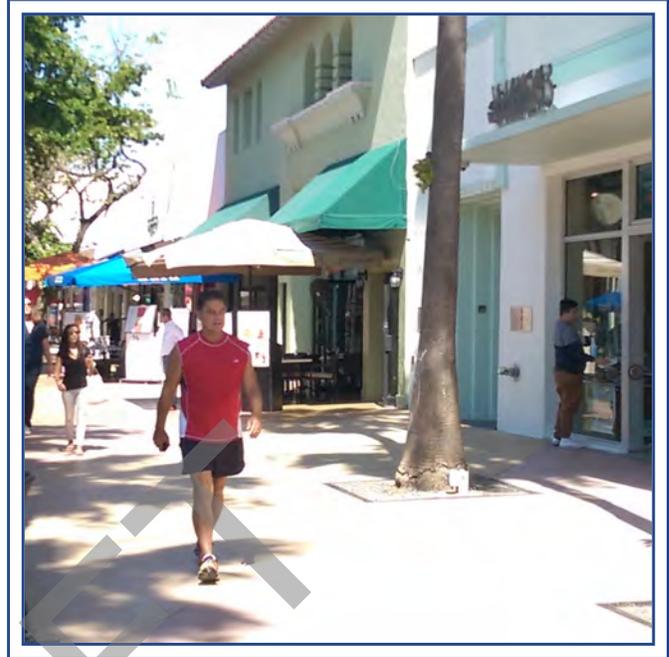
Applicability

The guidelines for building elements and appurtenances on the following pages can be applicable for both renovations and new development.

The guidance is intended to implement and enhance the existing character of North Beach as new development and property improvements occur. The uniqueness of North Beach as a destination as well as a place to live and work, should be reinforced with every detail while improving the livability as a complete mixed-use environment.

The building elements are organized by topic. No buildings are intended to have all of the architectural details contained in this section. For example, if a proposed building does not have a balcony in its design, then that set of guidelines is not applicable since there is no balcony in the design. However, some topics are universal and will appear in all buildings.

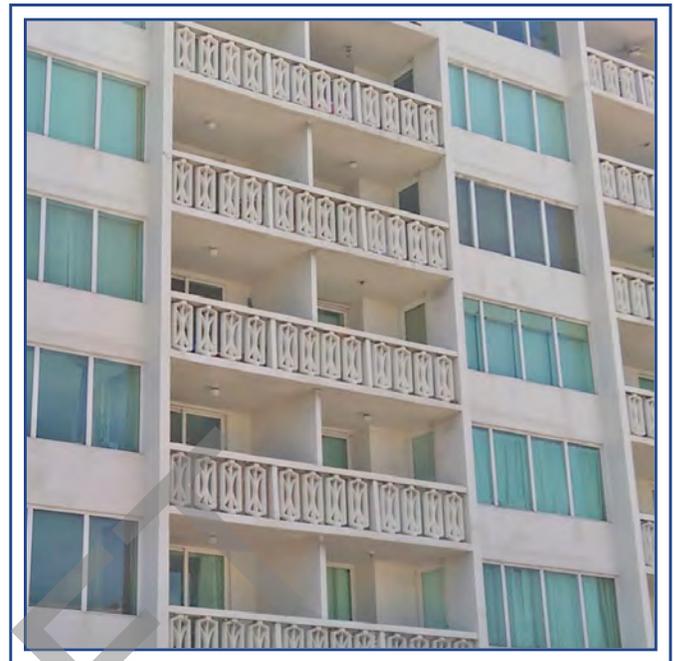
This section does not regulate style but provides guidance as to what is appropriate for the common architectural style found in North Beach. That said, North Beach contains a mix of architecture, reflective of an area developed over several decades. Accordingly, these guidelines are intended to be flexible, permitting a variety of architectural styles.



Awnings

Awnings provide shade and shelter from the elements for pedestrians that are walking along the sidewalk.

- Minimum awning depth: 5 feet (measured perpendicular to the wall face)
- Recommended length: 75 to 100 percent of shopfront frontages (to shelter pedestrians)
- The above requirements apply to first-floor awnings. There are no minimum requirements for awnings above the first floor.
- Awnings should occur forward of the setback line, and typically encroach within the right-of-way with special easement permission, but do not extend closer than two feet to the curb line.
- Awnings are to be made of durable fabric and may be either fixed or retractable. High-gloss or plasticized fabrics are not desirable.



Eyebrows & Canopies

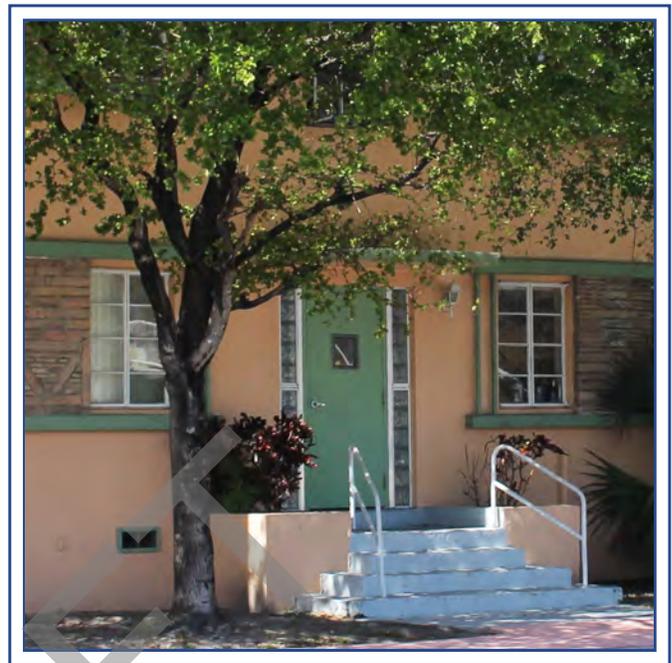
Eyebrows and canopies provide shade and shelter; they are also a distinct architectural feature of Miami Beach architecture.

- Minimum depth: 3 feet (measured perpendicular to the wall face)
- Recommended length: 75 to 100 percent of the building frontage on the ground level (eyebrows and canopies typically run along continuous lengths of the building facade).
- The above requirements apply to first floor canopies and eyebrows only.

Balconies

Balconies provide a place to step outside, while also creating architectural interest on a facade. On the ground level, balconies that extend from the facade, with an adequate depth, are used for shade and shelter for pedestrians.

- Minimum balcony depth: 5 feet for 2nd floor balconies; 3 feet for all other floors.
- Balconies may occur forward of the setback line and typically encroach within the right-of-way with special easement permission, but should not extend closer than two feet from the curb line.
- Balconies should be permitted to have roofs, but are required to be open, un-airconditioned parts of buildings.
- On corners, balconies should be permitted to wrap around the side of the building facing the street.



Railings

Decorative railings are both functional and aesthetically representative of Miami Modern architecture in North Beach.

- Minimum railing height: per building code
- Railings should match the architectural character and detailing of the primary structure, and should be finished to match other trim elements, such as door and window frames.
- The top rail shall be two and three quarters inch minimum diameter.
- On historic structures, railings should match the character and style of the existing building.

Stoops

Stoops should match the architectural language of the primary building and use similar materials and details.

- Minimum stoop depth: 4 feet (measured from face of building to inside column face)
- Suggested minimum stoop length: 6 feet
- Minimum finished stoop floor height: at or 8 inches max. below the first interior finished floor level
- Stoops typically occur forward of the setback line and typically extend into the right-of-way with special easement permission; a minimum five feet of clearance should be maintained on the sidewalk for pedestrians in residential neighborhoods.
- Stoop stairs may run to the front or to the side. Stoops should be covered, either with a roof, or area inset into the main body of the building.



Arches

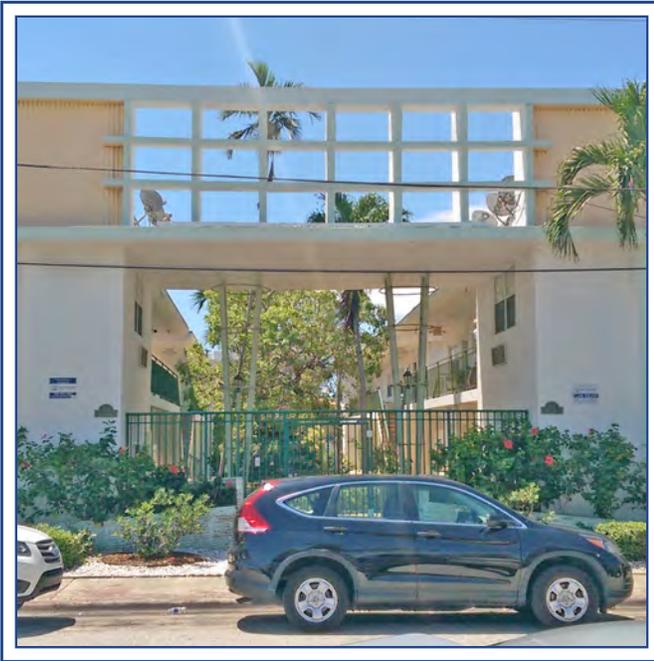
Arches should be configured such that their thickness and detailing appear to support the weight of the building above.

- Arches may be constructed of concrete with stucco finish, brick, stone or other appropriate materials, including those that are found in historic structures.
- Arches are typically half-round or segmental. Arches should be configured such that their thickness and detailing appear to support the weight of the building above.

Parapets

Parapets are recommended around the perimeter of flat roofs and are a defining architectural detail of local style.

- Parapets should be a minimum of two feet in height above the roof, or as required to conceal mechanical equipment (whichever is taller).



Courtyards

A typical characteristic of Miami Modern residential architecture is a central courtyard.

- Courtyards, surrounded by residential units, allow efficient circulation while also providing functional open space. Courtyards may be formed by a single building that surrounds an outdoor space, or they can be created with a pair of individual buildings that face one another.
- Courtyards should be designed with an entrance that is inviting along the street; an open facade will allow ventilation in the outdoor space, making it comfortable for users.
- Adequate vegetation should be planted in the central courtyard. Shade trees are recommended; however, circulation paths must also be functional.



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