

# PLAN NOBE

## PROPOSED NORTH BEACH MASTER PLAN



**DRAFT** Version: 9/23/2016

# The North Beach Master Plan

was created by:

MIAMIBEACH

## **The City of Miami Beach Mayor & Commissioners**

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Commissioner Micky Steinberg

Commissioner Michael Grieco

Commissioner Joy Malakoff

Commissioner Kristen Rosen Gonzalez

Commissioner Ricky Arriola

Commissioner John Elizabeth Aleman

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

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Brad Bonessi

Carolina Jones

Nancy Liebman

Kirk Paskal

Betsy Perez

Daniel Veitia

**Tourism, Culture and Economic  
Development Department, Economic  
Development Division**

DOVER, KOHL & PARTNERS  
town planning

## **Dover, Kohl & Partners**

planning team lead | town planning & urban design

## **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!**

**DRAFT**

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# How to Use this Plan

## Intent

The North Beach Master Plan (Plan NoBe) provides the basis for public policy in the North Beach area of the City of Miami Beach regarding physical development. Plan NoBe establishes priorities for public-sector action while at the same time providing direction for complementary private-sector decisions. The Plan and its guidelines serve as a tool to evaluate new development proposals, direct capital improvements, and to guide public policy in a manner that ensures North Beach continues to be the community that its residents want it to be. The Plan contains illustrative plans, diagrams, maps, and pictures to make concepts clear and accessible to City officials, residents, developers, community groups, and other stakeholders.

## Relationship to Other Plans

The City of Miami Beach makes periodic updates to its Comprehensive Plan and has developed specific plans for North Beach that deal with a range of issues from transportation to climate change. Plan NoBe has been developed in close coordination with existing plans and does not supersede those plans. Plan NoBe attempts to integrate social, economic, transportation, climate change, aesthetic, preservation, and environmental goals from a variety of plans and initiatives into one framework.

## Plan Implementation

Plan NoBe is intended to play a pivotal role in shaping the future of North Beach in the following ways:

- **Annual Work Plans & Budgets:** The City Council and individual departments should be cognizant of the recommendations of Plan NoBe when preparing annual work programs and budgets.
- **Development Approvals:** The approvals process for development proposals, including rezonings and increases of Floor Area Ratio, should be a central means of implementing the Plan.
- **Capital Improvement Plans:** The City's capital improvement plans and long range utility and transportation plans should be consistent with Plan NoBe's land use policies and infrastructure recommendations.
- **Economic Incentives:** Economic incentives should seek to accomplish plan goals. Illustrative projects identified in the plan should have high priorities for incentives and public/private partnerships.
- **Private Development Decisions:** Property owners and developers should consider the strategies and recommendations of Plan NoBe in their own investment decisions. Public decision-makers will be using Plan NoBe as a guide to their development-related decisions.



# Chapter 1

# Background

Introduction	1.2
North Beach Neighborhoods	1.4
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# Introduction

## A Single Island of Distinct Areas

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 slower pace of life. At the same time, 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 generations. Residents of Miami Beach value the beach town character, while still enjoying the amenities and resources of a complete city.

The three districts of Miami Beach are North Beach, Mid-Beach, and South Beach and each has its own character and identity. In many ways South Beach has become known as the hip and trendy part of both 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 clear that they wanted to retain this “small town” feel, while developing strategically to remain economically competitive.

## Study Area

The North Beach study area stretches from the Atlantic Ocean to Biscayne Bay, and from 63<sup>rd</sup> Street to the border with the Town of Surfside on 87<sup>th</sup> 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,

, Parkview Island and Atlantic Heights.

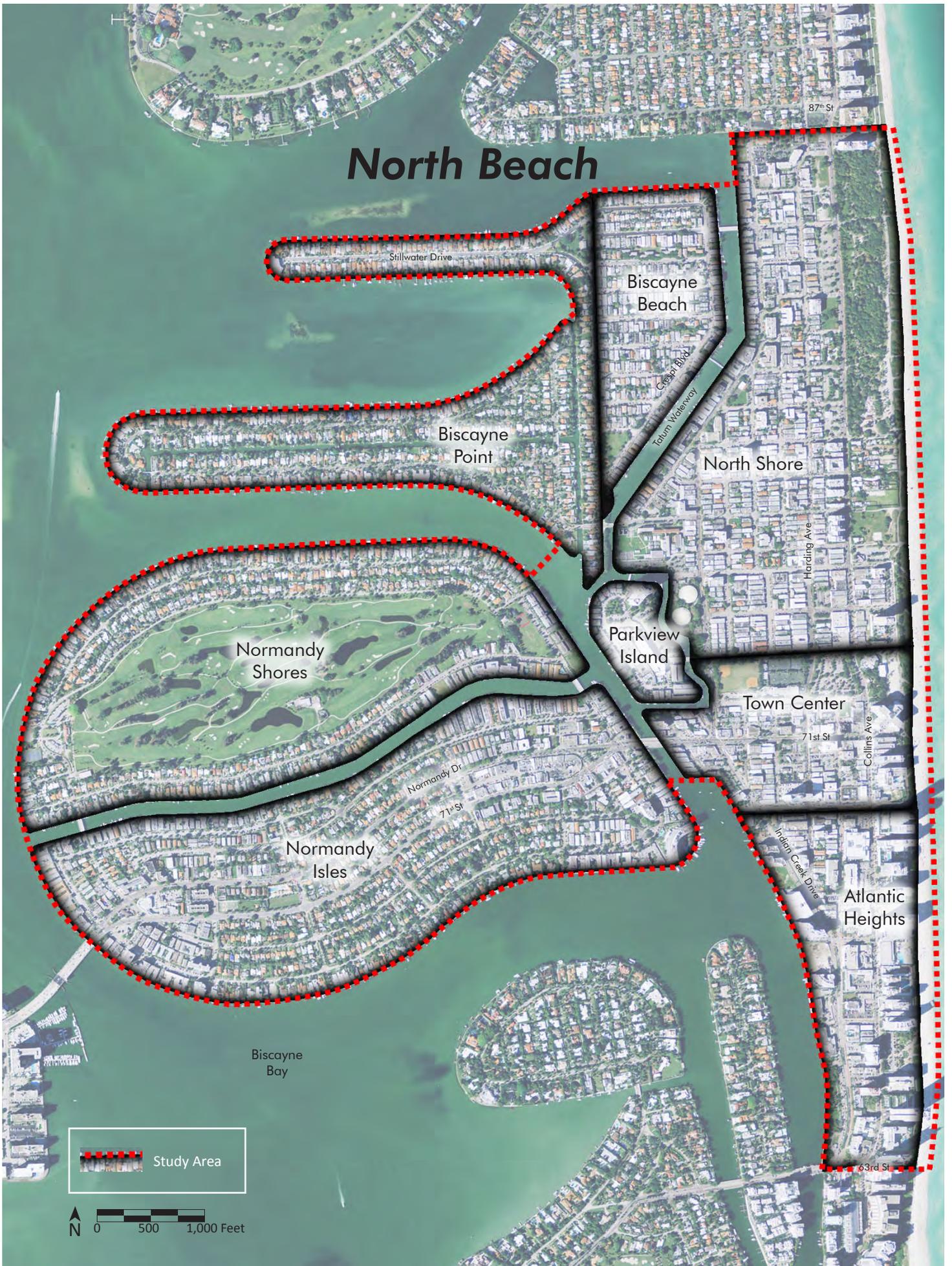
North Beach includes two National Register Historic Districts: the North Shore and Normady Isles. It also includes the Resort District, the Harding Townsite, and Altos del Mar, which are locally designated historic districts.

*Right:* A map of the study area depicting its neighborhoods.

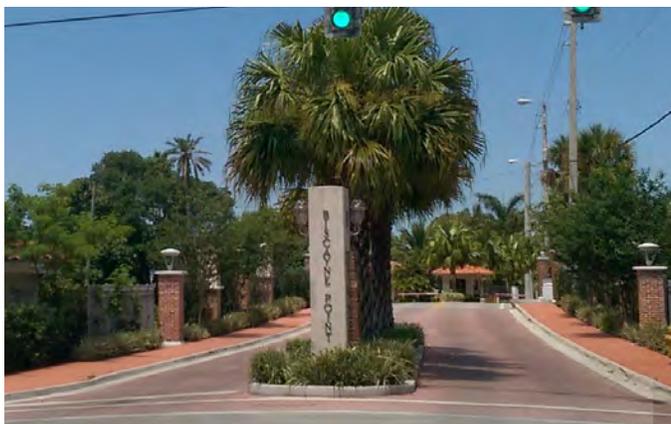
*Below:* A diagram illustrating the major park and open spaces, main transportation corridors, and east to west, ocean to bay connections.



# North Beach



# North Beach Neighborhoods



## Biscayne Point

Biscayne Point includes a gated community of single family homes on mid-size lots, many with bay views, 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. A portion of the area, along the Tatum Waterway, 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 extends from the Town Center to the northern border of North Beach at 87<sup>th</sup> Terrace.



## Parkview Island

Parkview Island sits at the geographic center of North Beach, connected to the main island only by 73<sup>rd</sup> 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. Homes and lots in this area range in size.



## 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 one quarter of Normandy Isles 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 69<sup>th</sup> Street to 73<sup>rd</sup> Street, from the ocean to Normandy Isle. Composed mostly of commercial and civic spaces, the Town Center is intended to be the center of activity for North Beach.



## Atlantic Heights

Atlantic Heights extends from the Town Center to the southern border of North Beach at 63<sup>rd</sup> 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 generally 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 the Barrier Island'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 73<sup>rd</sup> and 75<sup>th</sup> 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 87<sup>th</sup> 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 63<sup>rd</sup> 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 Giller 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 single-family residential structures known as the Altos del Mar 2 project, between 79<sup>th</sup> Street and 87<sup>th</sup> 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 that area.

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

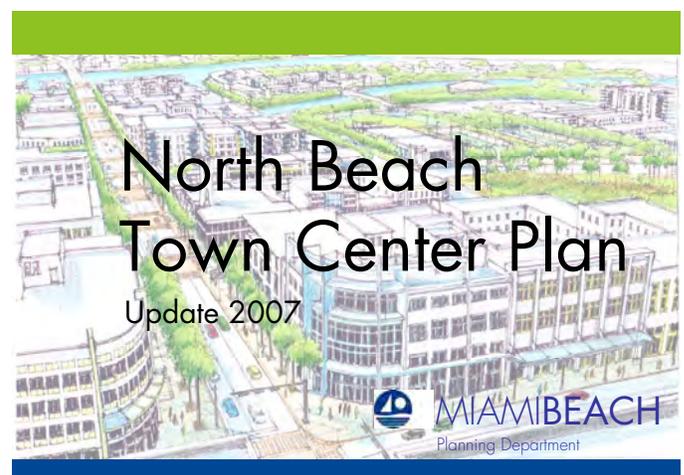
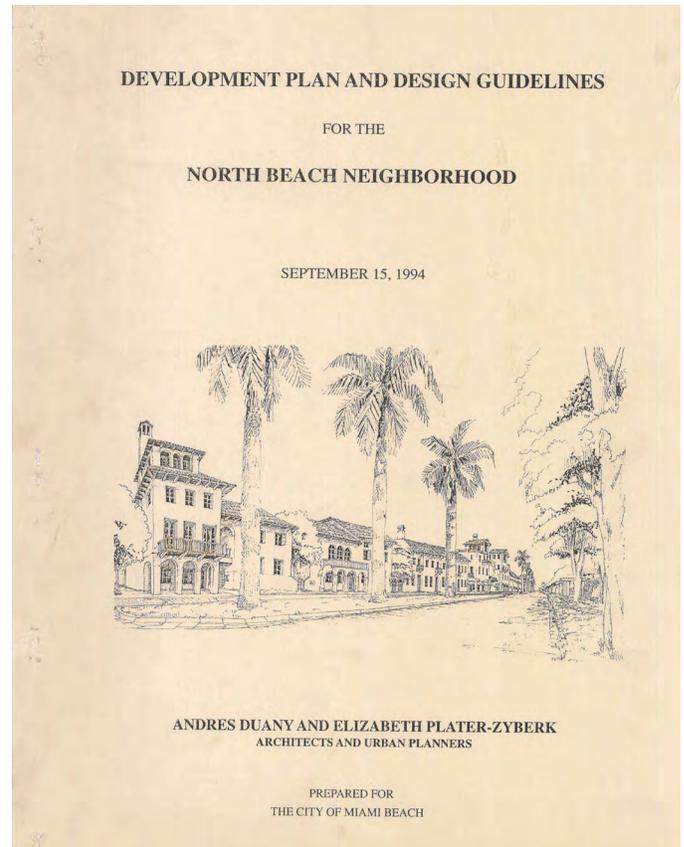
Over the last 25 years, several plans were created that present compelling ideas about how to revitalize the North Beach district. It is important to highlight some of the main points that have been proposed in the past, and that still have the potential today to improve the quality of life for the residents 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 Public Charrette. The Master Plan envisions a revitalized Town Center along 71<sup>st</sup> Street stretching north to 72<sup>nd</sup> Street and south to 69<sup>th</sup> 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 was recommended to provide adequate parking as street level parking was 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 an East/West bus service, and
- 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 71<sup>st</sup> Street,
- Complete streets with pedestrian and bicycle improvements that make the area more attractive for non-motorized transportation, and
- 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 Revitalization, composed of North Beach residents, and property and business owners who were eager to push into 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.

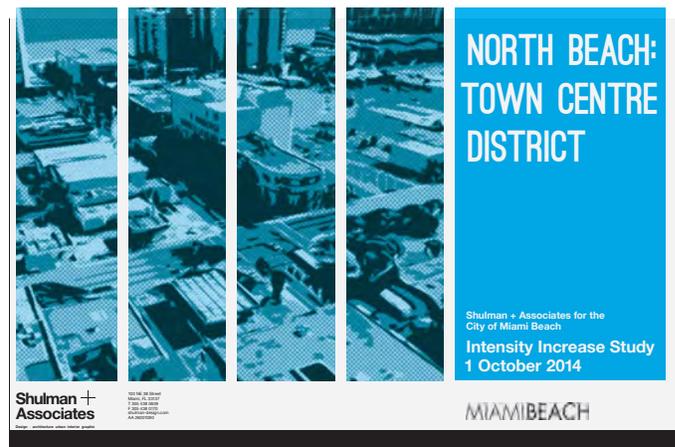
In July 2014, Shulman & Associates was commissioned with studying and modeling potential up-zoning and height increases within the Town Center as well as Ocean Terrace. The report was delivered in October 2014, and was a powerful tool as it enabled the City to visualize what different levels of additional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

In December 2014, the staff-authored 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, instead 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 six locations. These improvements could include the following elements as determined suitable for specific locations:

- Living shorelines,
- Mangrove habitats,
- Kayak/SUP launches,
- Pedestrian promenades, and
- 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 areas 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 Shores 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 65<sup>th</sup> and 67<sup>th</sup> Streets



Single family home in Normandy Isles



Tatum Waterway



Beach access



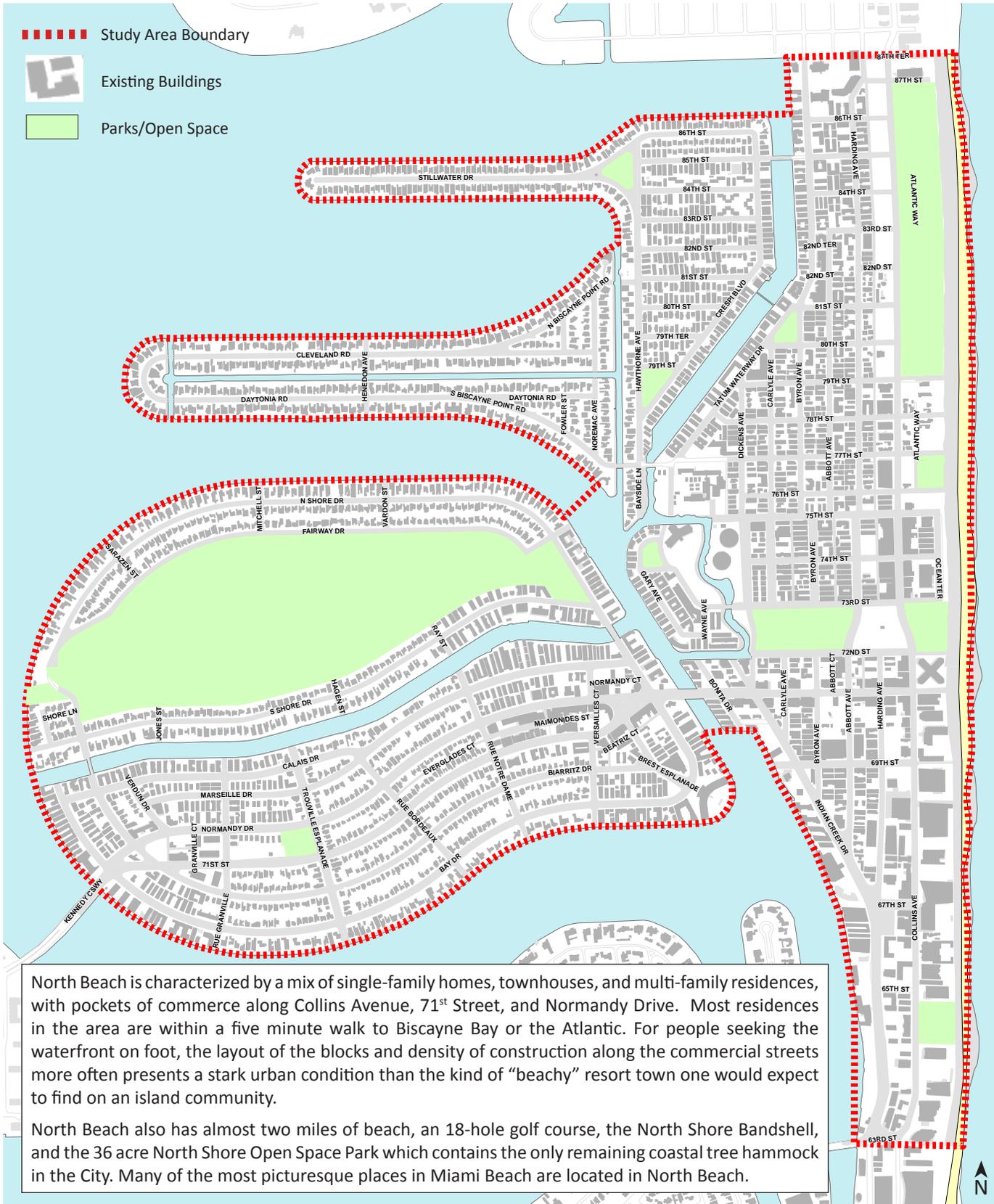
Diversity of heights and styles



A large stock of Miami Modern (MiMo) structures

# Analysis Maps

## Existing Conditions



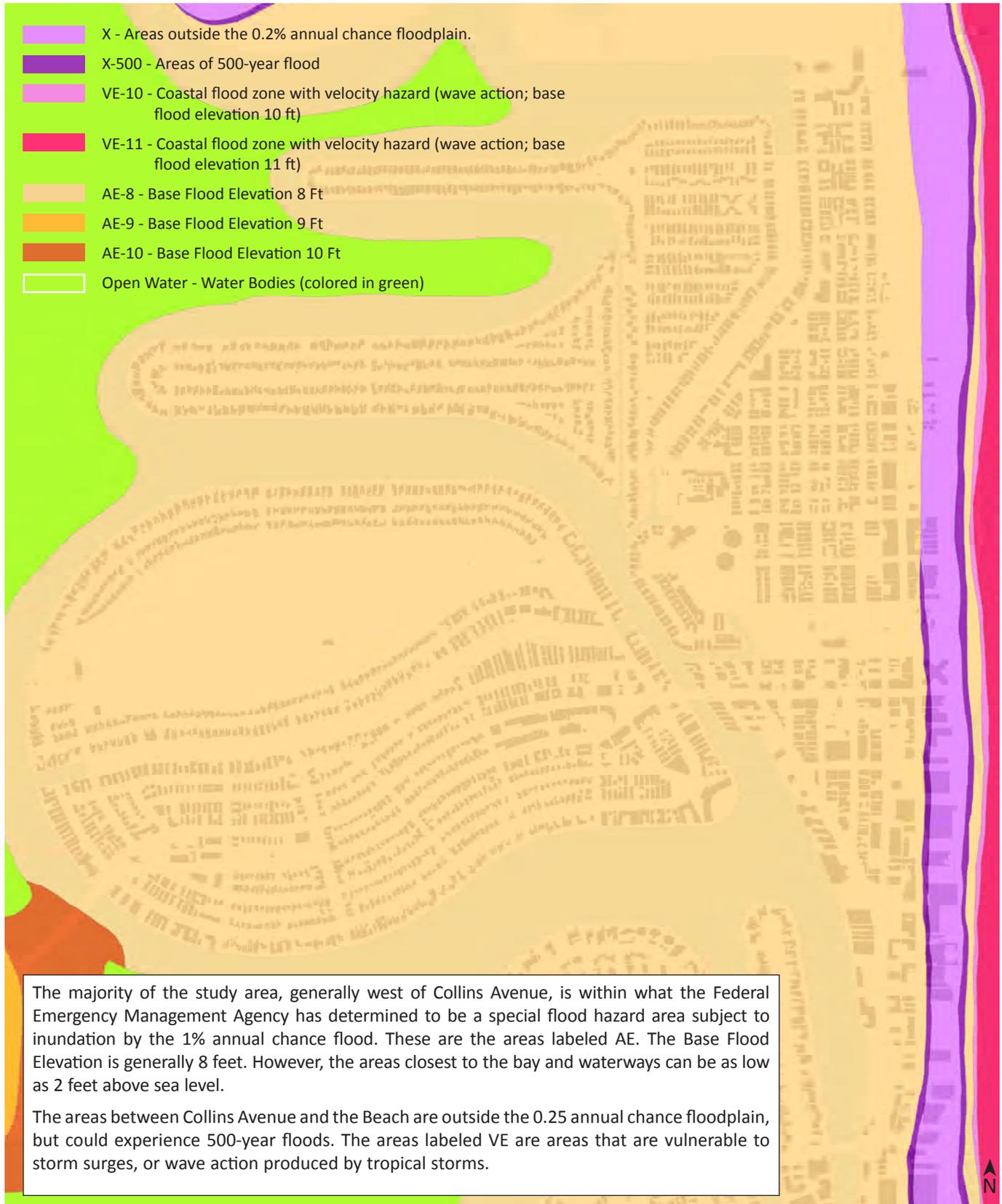
# Building Footprints

- Study Area Boundary
- Existing Building Footprints



The study area is densely covered by buildings. There are few remaining unbuilt parcels. In general, North Beach still retains an interconnected mix of small, walkable blocks and relatively small buildings.

# FEMA Flood Zones

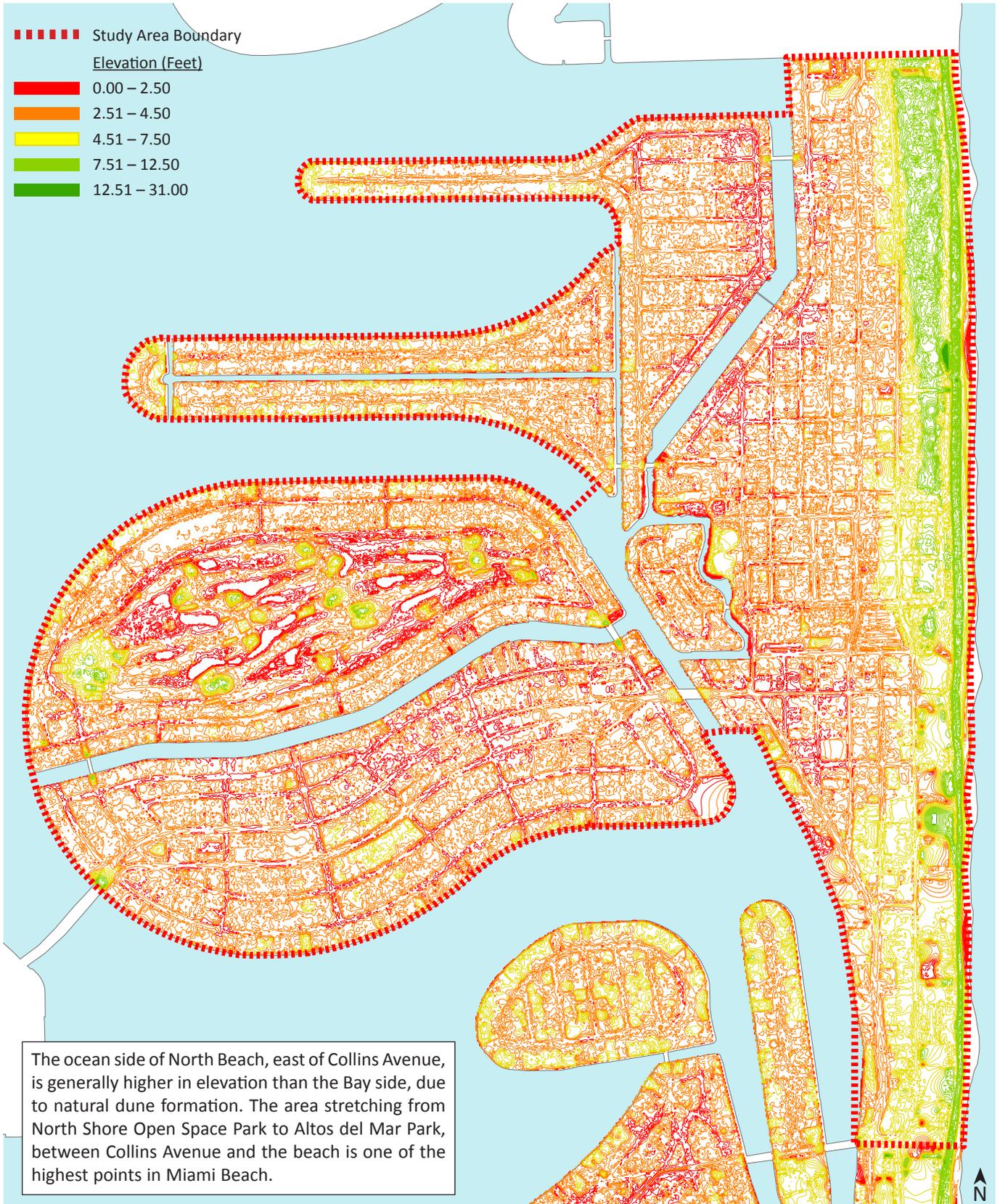


# Topography

Study Area Boundary

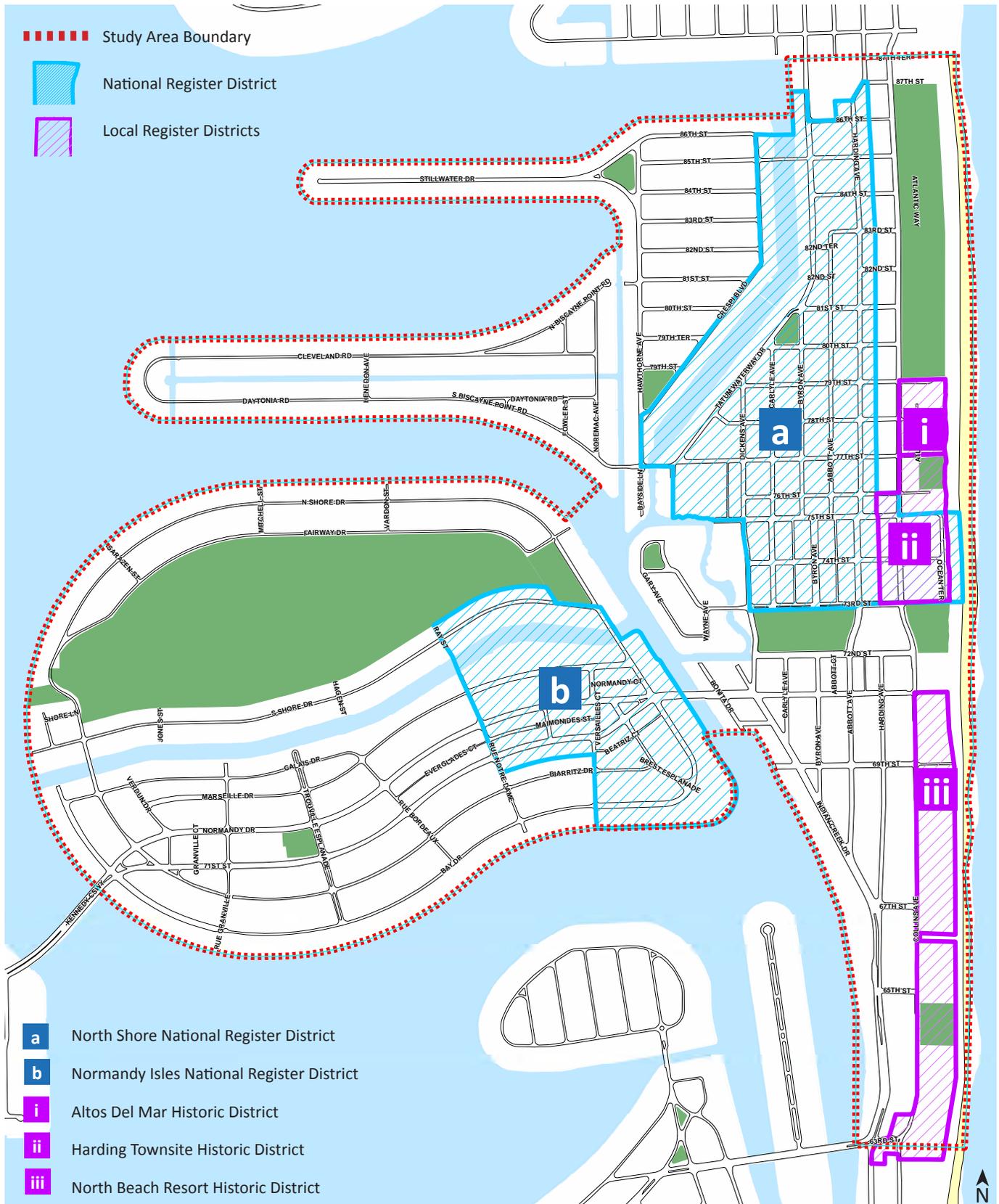
Elevation (Feet)

- 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 area stretching from North Shore Open Space Park to Altos del Mar Park, between Collins Avenue and the beach is one of the highest points in Miami Beach.

# Local and National Historic Districts



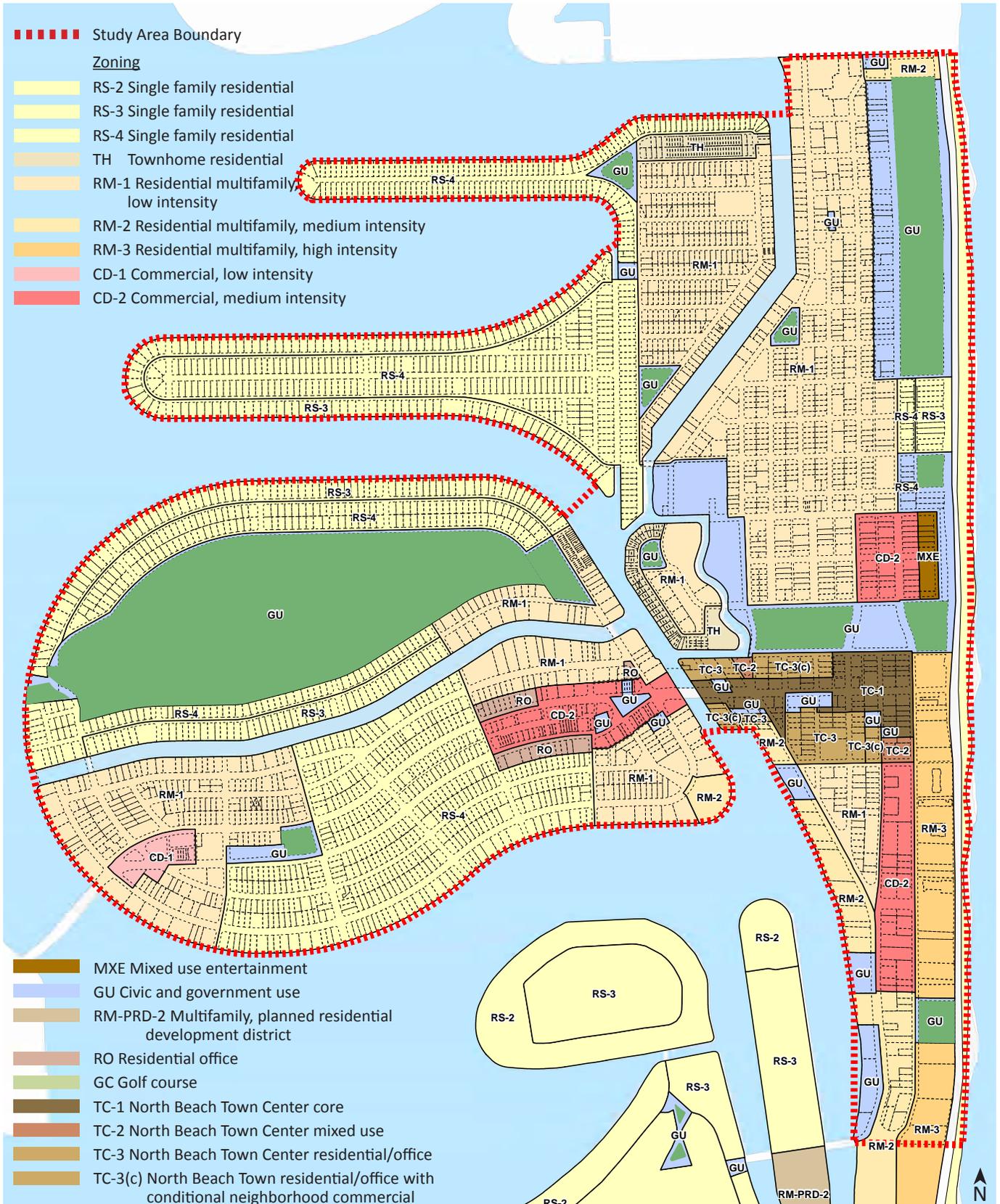
# Zoning Map

Study Area Boundary

Zoning

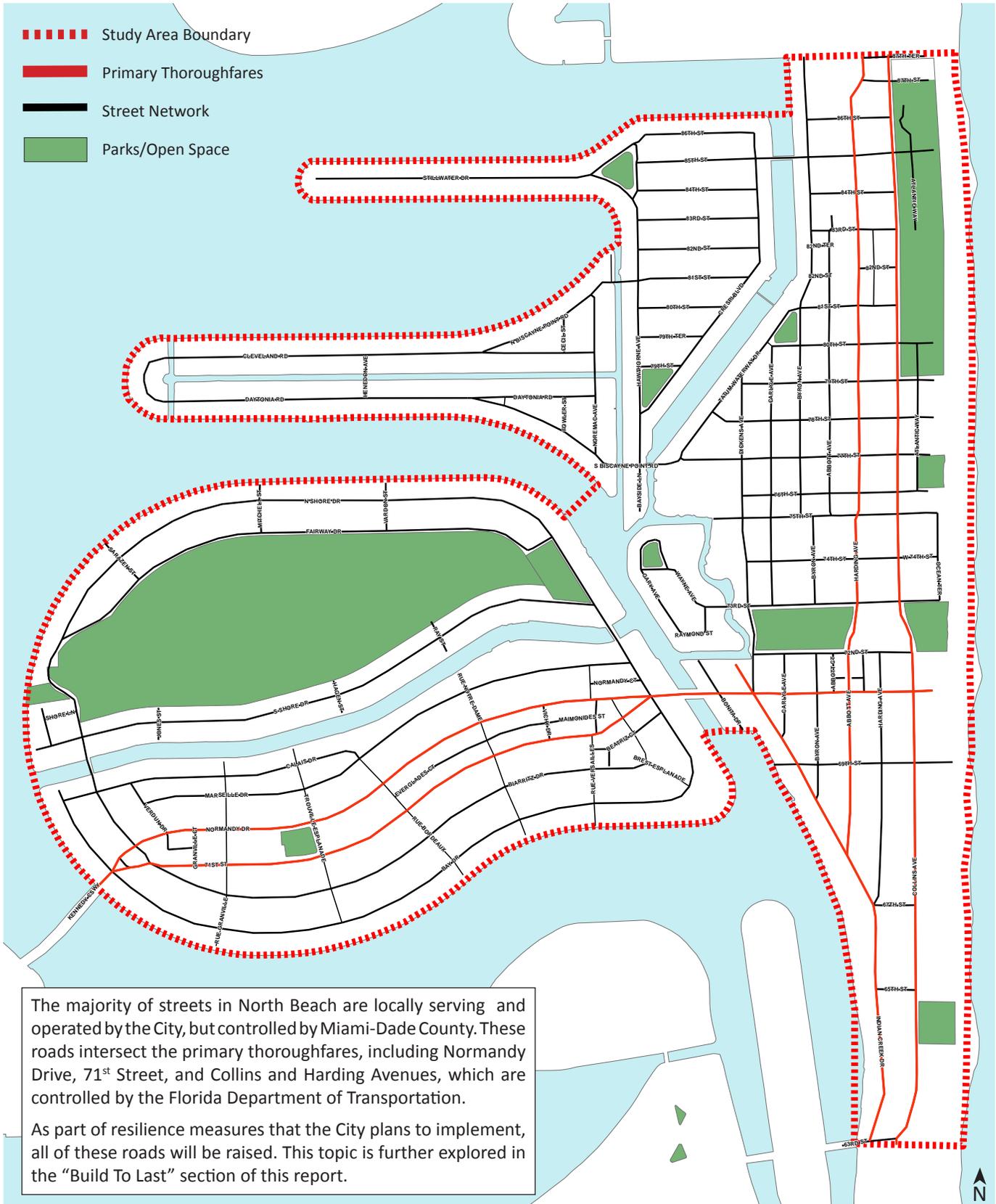
- RS-2 Single family residential
- RS-3 Single family residential
- RS-4 Single family residential
- TH Townhome residential
- RM-1 Residential multifamily, low intensity
- RM-2 Residential multifamily, medium intensity
- RM-3 Residential multifamily, high intensity
- CD-1 Commercial, low intensity
- 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





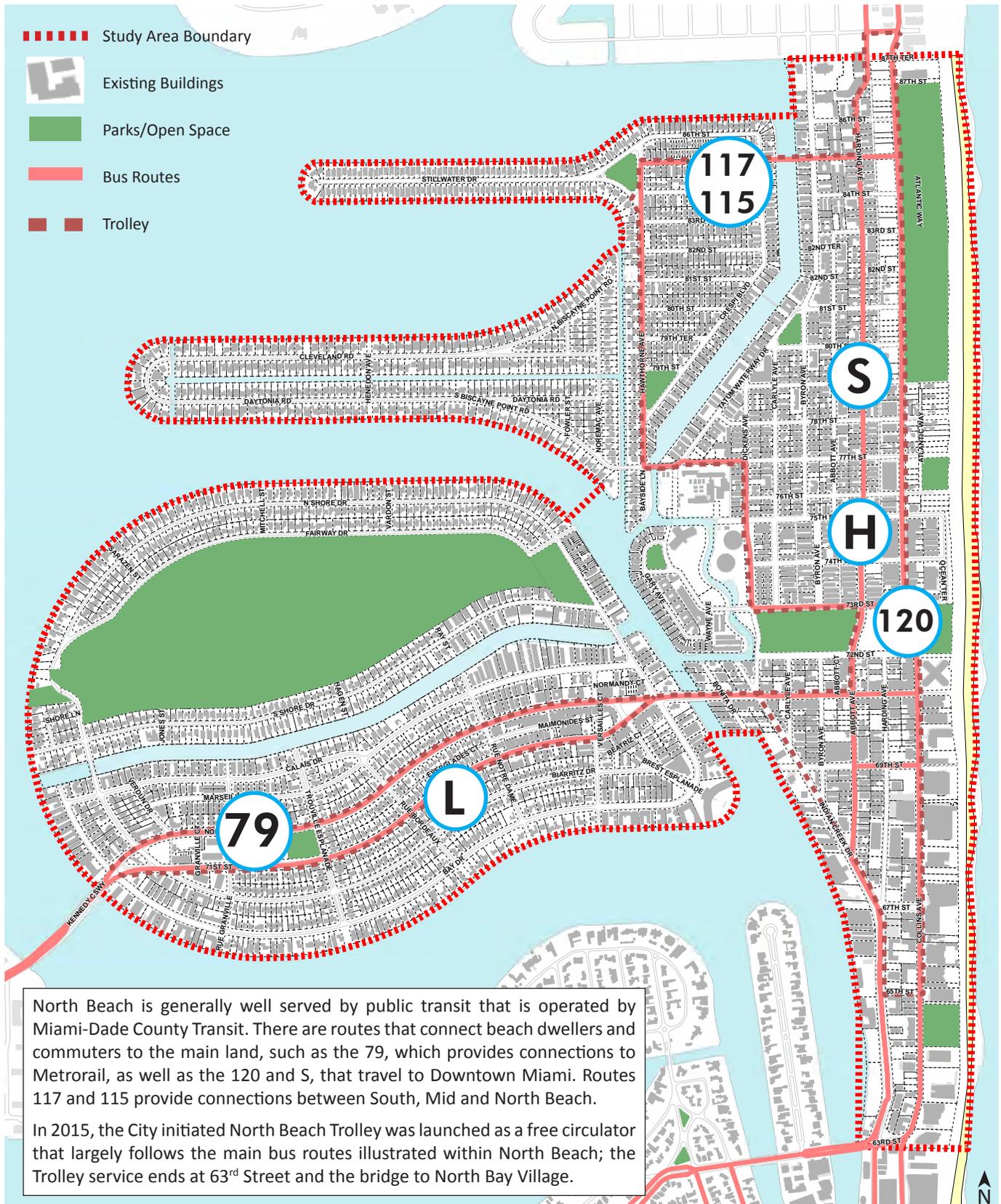
# Street Network



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, 71<sup>st</sup> Street, and Collins and Harding Avenues, which are controlled by the 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



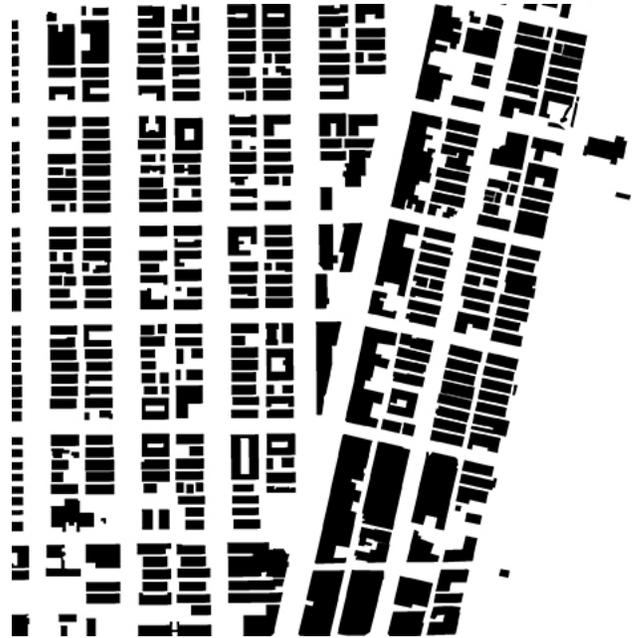
## Scale Comparisons

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, Spain

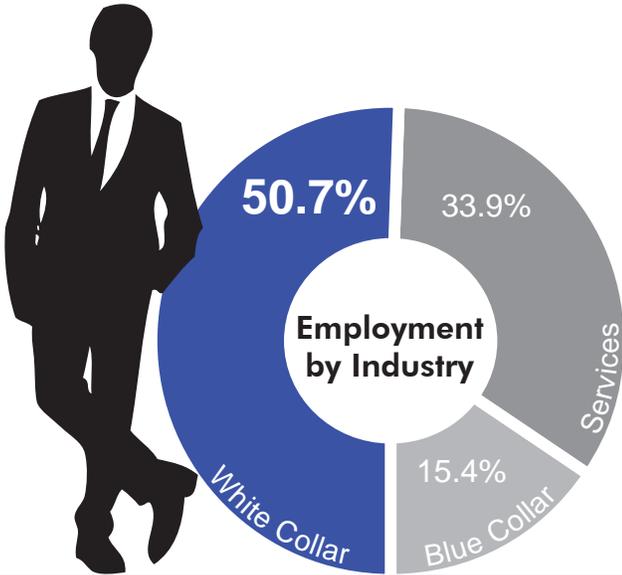


Different building heights pictured at 77<sup>th</sup> Street and Harding Avenue.

# 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

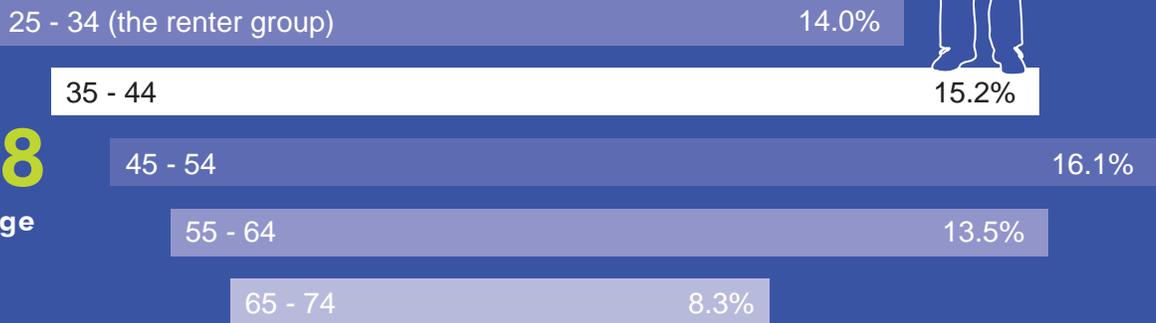


The demographic profile by age indicates that 14% of residents in the study area are between 25- to 34-years old. This group is characterized as the renter group, as this group has been priced out of the ownership market.

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.



### Population by Age



**41.8**  
Median Age



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).

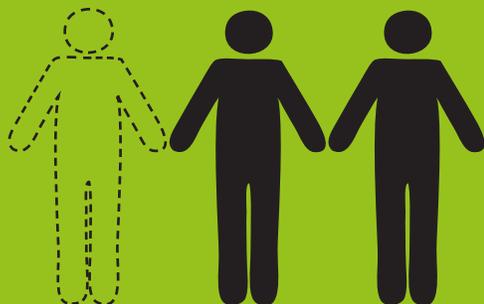


Per Capita Income in North Beach is estimated at \$22,253, compared to \$46,011 for the rest of Miami Beach.

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.



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



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

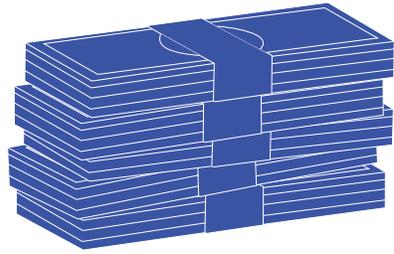
*\*based on 2010-2014 data*

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



*\*based on 2010 US Census data*

# \$31,890

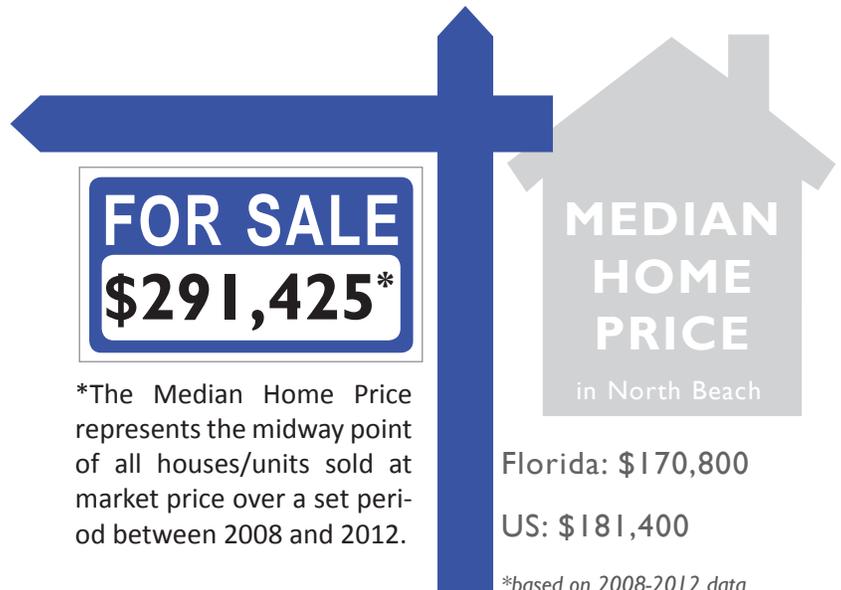


Median Household Income in North Beach

*\*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 63<sup>rd</sup> 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*



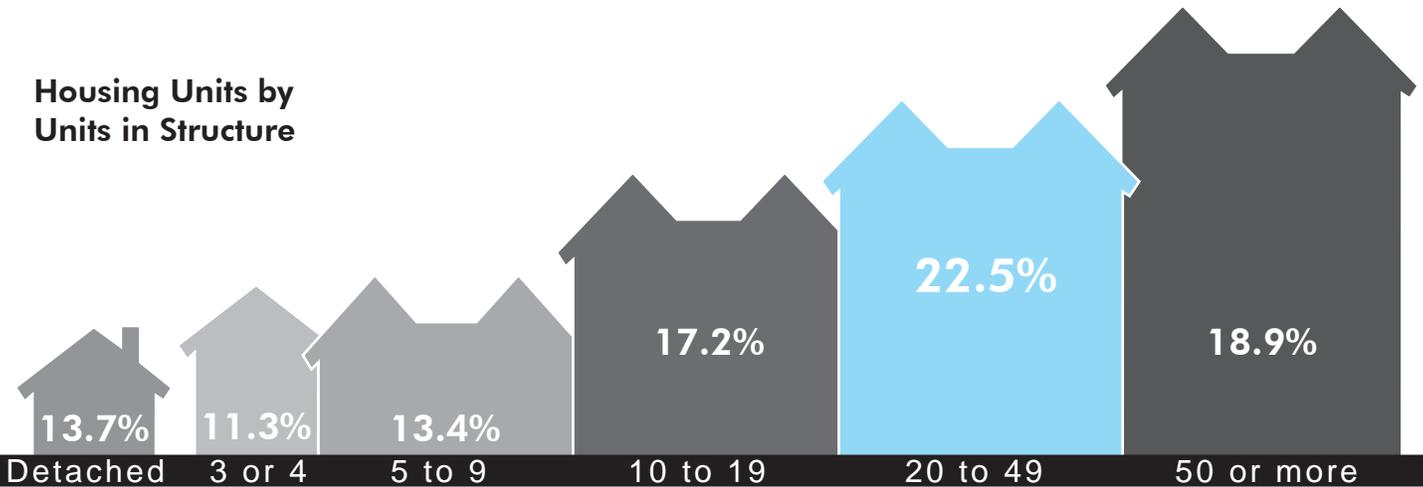
Florida: 25.8 • US: 25.4

## Residential Market

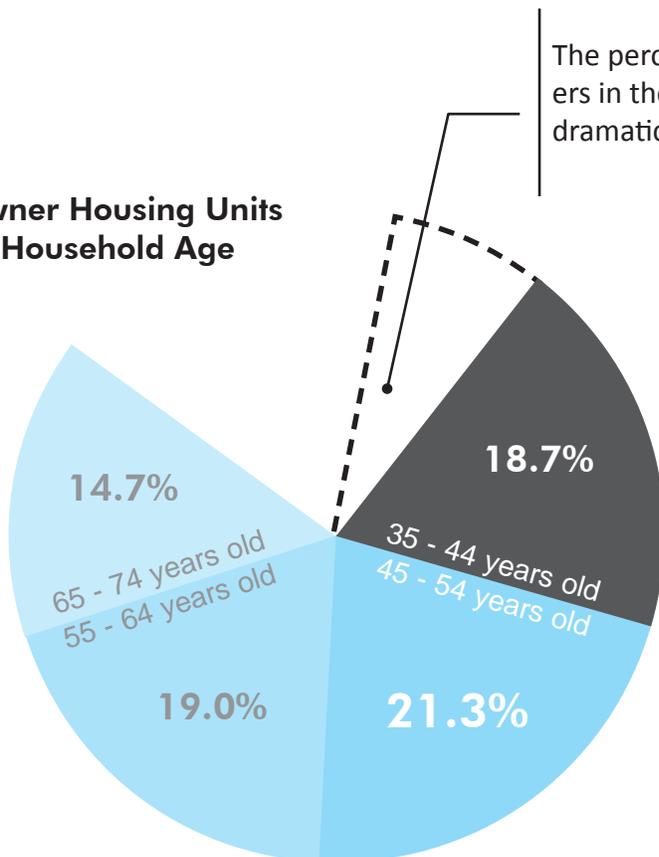
Miami-Dade remains primarily a renter’s market due to generally lower incomes for working-class residents. Accordingly, low apartment vacancy and steady rent growth will persist in the near future while demand drivers continue to strengthen.

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

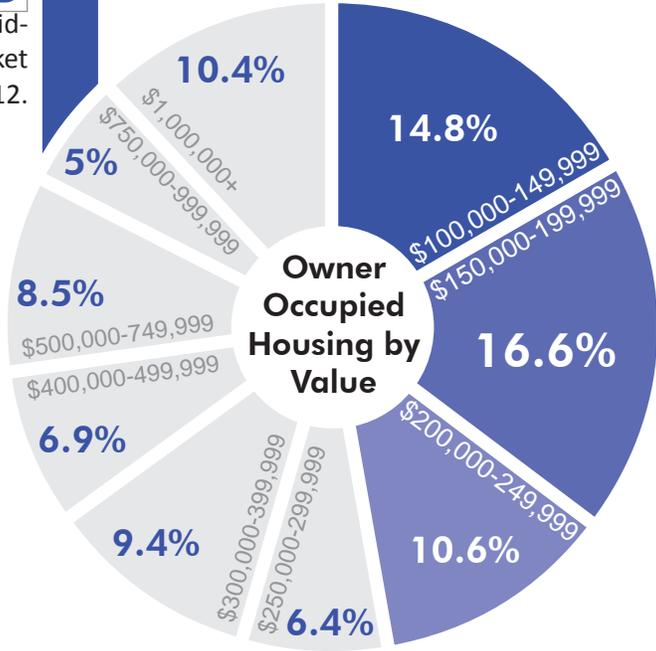


The median price of an existing single-family home rose 21% over the past year to \$248,000, a level that is affordable to households earning a minimum \$63,400 annually. Households earning the current median household income can afford homes priced at roughly \$170,000.

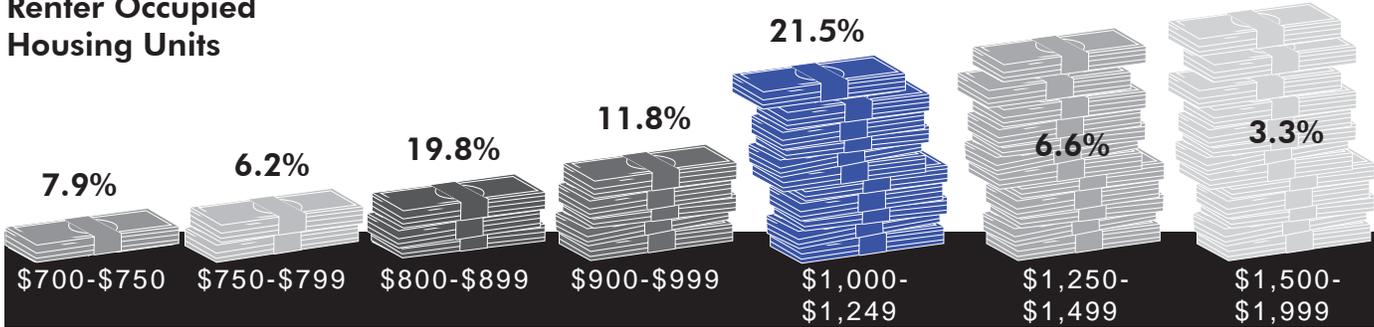
\*The Median Home Price represents the mid-way point of all houses/units sold at market price over a set period between 2008 and 2012.

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**



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 3<sup>rd</sup> 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

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 this "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. It is calculated by comparing consumer expenditures made by local area residents with the total value of retail sales in the area.

### 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
<b>Convenience Goods Subtotal</b>	<b>283,294</b>	<b>336,929</b>	<b>53,635</b>
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
<b>Comparison Shopper Goods Subtotal</b>	<b>86,957</b>	<b>103,421</b>	<b>16,464</b>
<b>Total Non-Auto Retail Sales</b>	<b>370,251</b>	<b>440,350</b>	<b>70,099</b>
Non-Retail Services @ 10%	37,025	44,035	7,010
<b>Total Supportable Retail Space</b>	<b>407,276</b>	<b>484,385</b>	<b>77,109</b>

Source: Goodkin Consulting, 2016



Stakeholders were introduced to some initial urban design concepts at the February 11<sup>th</sup> 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 Plan NoBe. 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 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 23, 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](http://www.PlanNoBe.org) website.

# Charrette

## Hands-on Design Session

On Thursday, February 11 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 Plan NoBe 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 19<sup>th</sup> 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 11.



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 72<sup>nd</sup> 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.



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



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

## 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 13.

## Walking Tour

On Monday, February 15, 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.



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



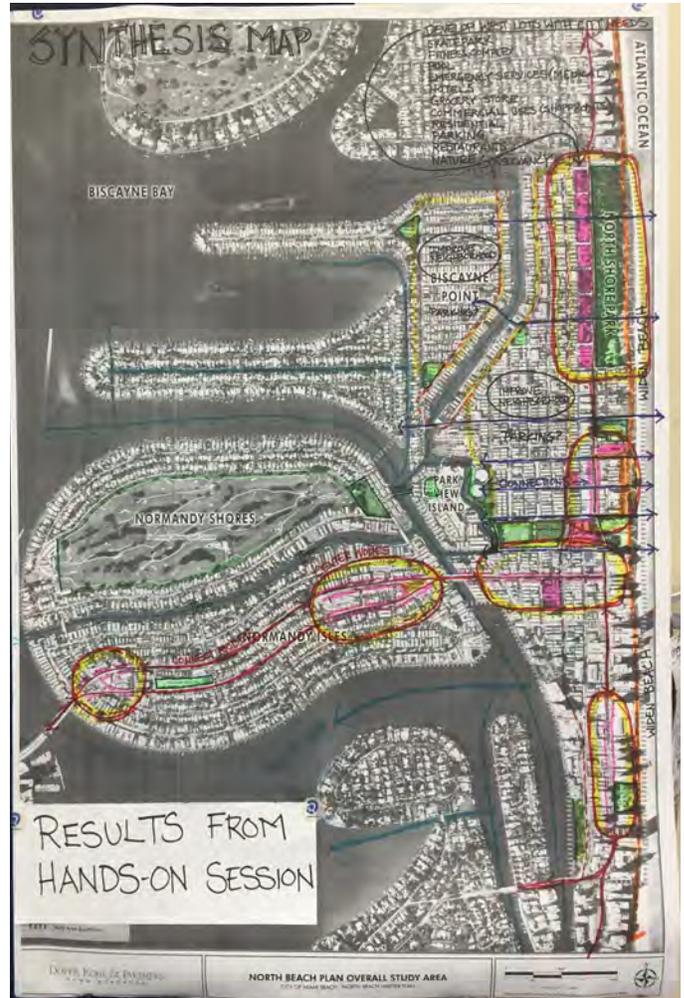
The team also explored the area on foot, trying to experience the neighborhood as a resident would.

## Open Design Studio

From Friday, February 12 to Wednesday, February 17, 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 <b>MOST IMPORTANT TO YOU?</b>				
include a <b>variety of housing types and tenancies</b> <b>40</b>	add new <b>retail and entertainment</b> for residents <b>61</b>	provide better <b>connectivity</b> <b>31</b>	utilize <b>green building &amp; site design</b> systems (for water, energy, etc...) <b>20</b>	add new residents that help <b>support North Beach businesses</b> <b>23</b>
adapt public infrastructure and buildings to <b>sea level rise</b> <b>53</b>	increase access to the <b>beach, parks, and open space</b> <b>32</b>	add new <b>workplaces and service</b> for residents <b>27</b>	create <b>walkable and bikable</b> places <b>59</b>	maintain the <b>neighborhood scale</b> in residential area but <b>increase density</b> in the town <b>57</b>

## 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 16, the team held an open house. Numerous 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.



# Survey Responses

What questions or suggestions do you have?

**KEEP THE CHARACTER OF THE NEIGHBOR HOOD TREAT ALL OF 7<sup>th</sup> 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

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

New retail + entertainment in North Beach

**Better restaurants**

**Fresh Market / Whole Foods**

**More Hotels - more tourism = \$ ↑**

Higher per capita income = higher spending in area - more office buildings, 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<sup>th</sup> Street Center
  - 2 - Normandy Fountain
  - 3 - 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 North Beach w/o a car.
- 2) We need ~~parking~~ multi level parking. 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<sup>th</sup> 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 18, 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.

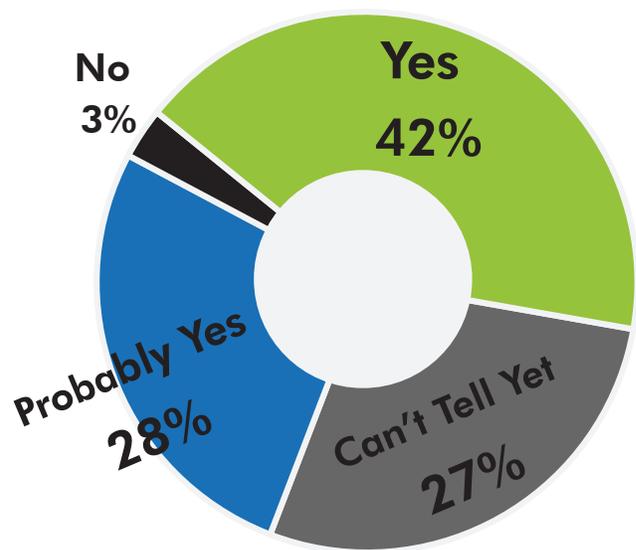
Jorge Kuperman of JSK Architectural Group provided an overview of how a Transfer of Development Rights (TDRs) program can be used as a tool to preserve sensitive areas, such as historic buildings, by redirecting development potential to suitable areas. Donald Shockey, a planner with considerable experience 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.



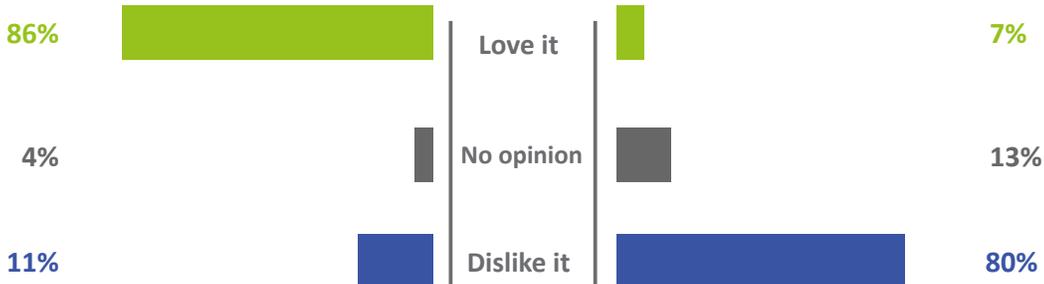
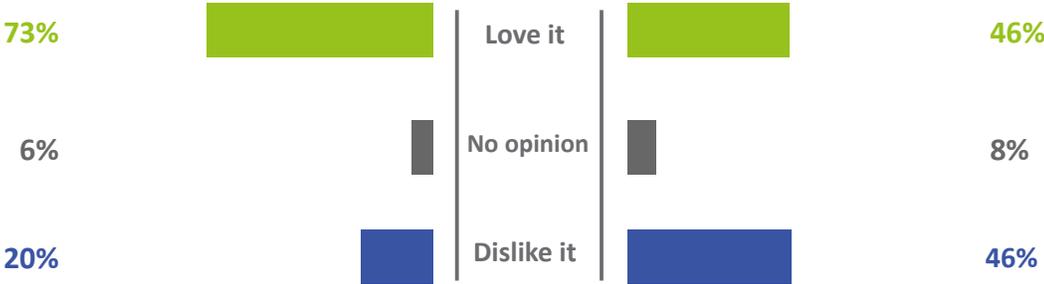
Victor Dover began the work-in-progress presentation by highlighting what the team had worked on over the course of the week, along with the main ideas of the plan.

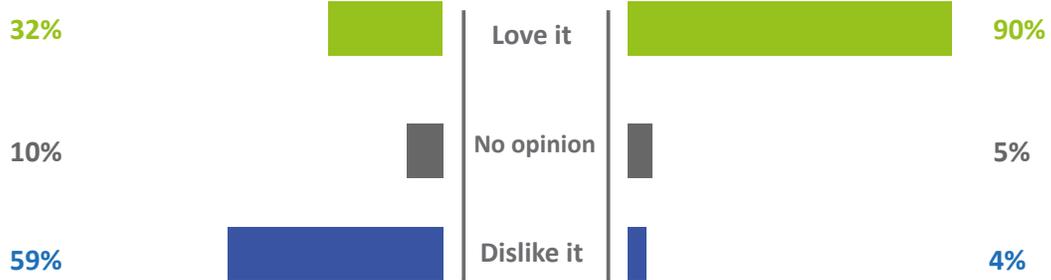
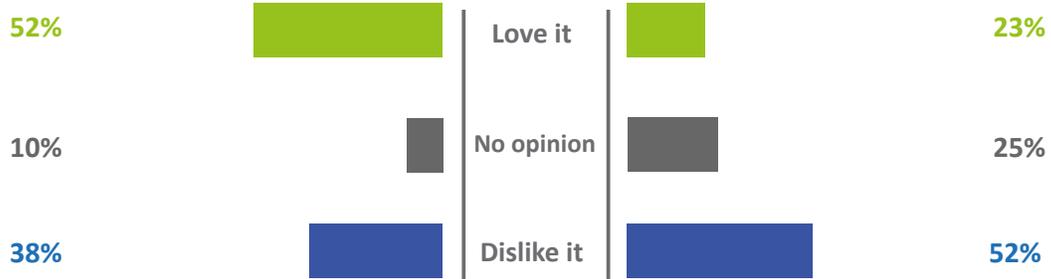
## Is the Plan on the right track?





# Community Image Survey Results







# Chapter 2

## Five Big Ideas

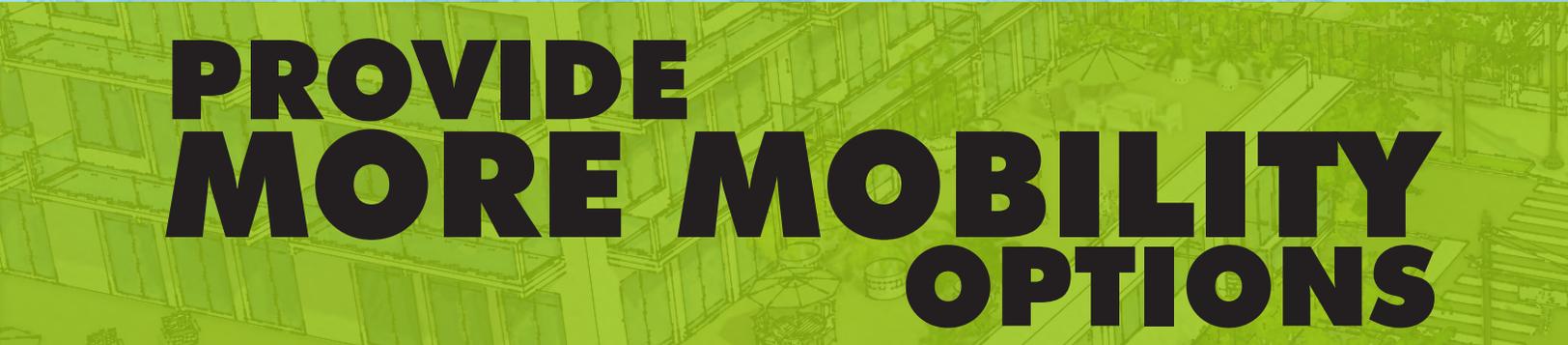
Five Big Ideas	2.2
Make a Town Center	2.4
Provide More Mobility Options	2.14
Protect & Enhance Neighborhoods	2.42
Better Utilize Public Land	2.66
Build to Last	2.80
Furthering Local Efforts	2.108

# Five Big Ideas

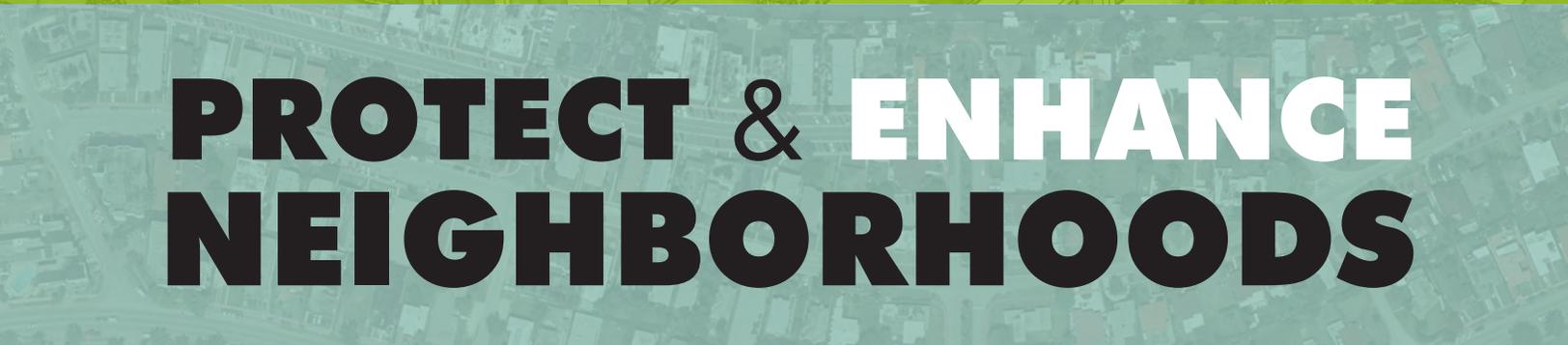
Five big ideas to revitalize the North Beach community emerged as part of the public process. These five consensus ideas provide an outline of the plan that follows.



**MAKE A  
TOWN CENTER**



**PROVIDE  
MORE MOBILITY  
OPTIONS**



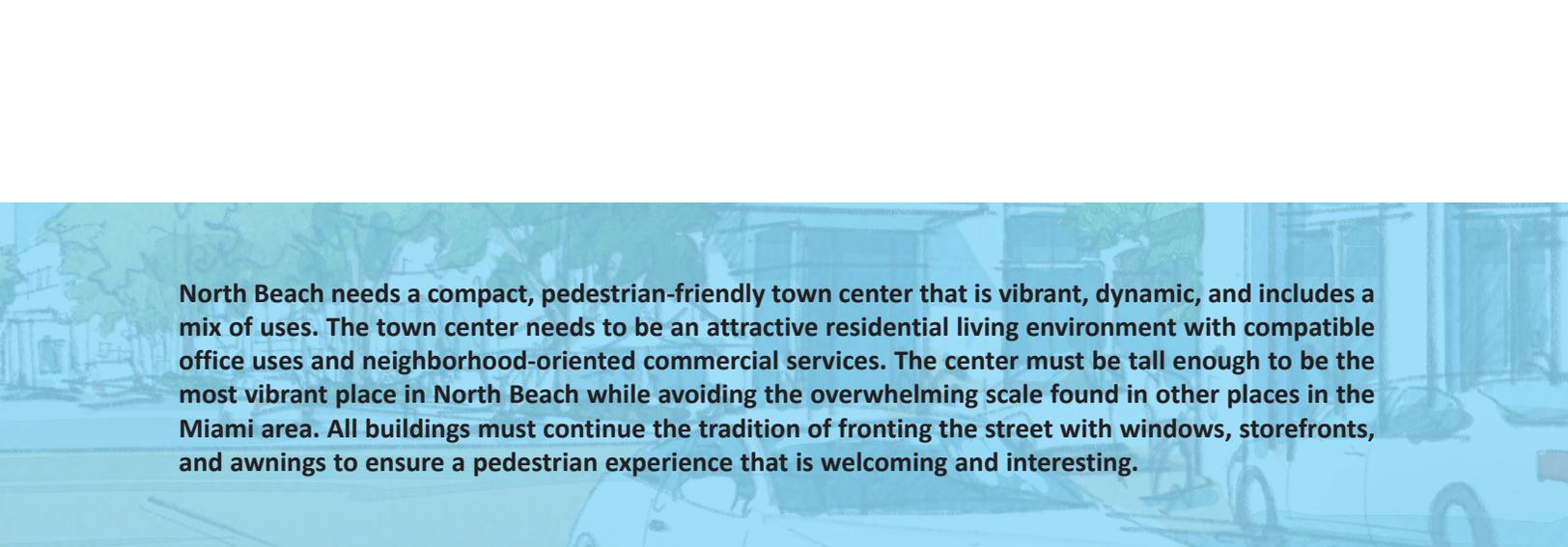
**PROTECT & ENHANCE  
NEIGHBORHOODS**



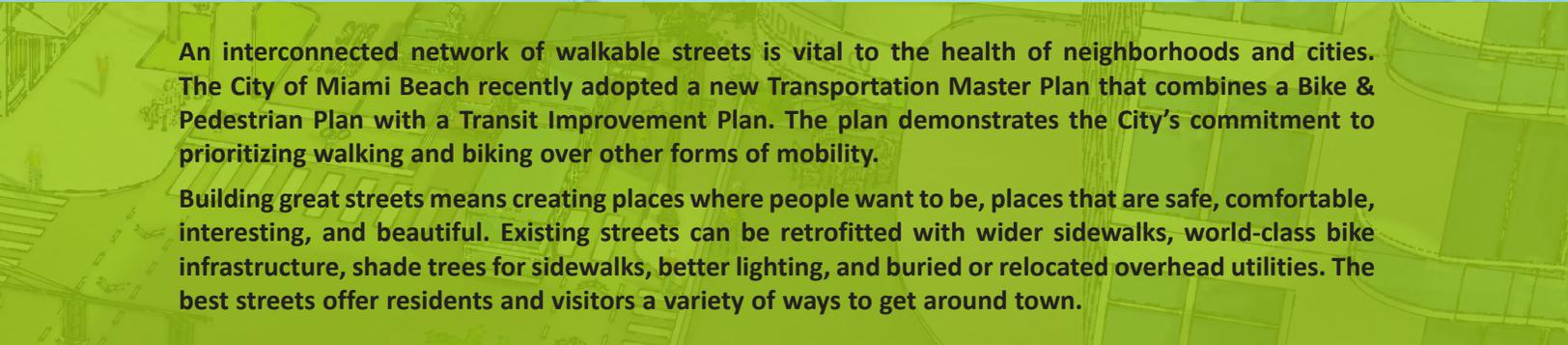
**BETTER UTILIZE  
PUBLIC LANDS**



**BUILD TO  
LAST**



North Beach needs a compact, pedestrian-friendly 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. The center must be tall enough to be the most vibrant place in North Beach while avoiding the overwhelming scale found in other places in the Miami area. All buildings must continue the tradition of fronting the street with windows, storefronts, and awnings to ensure a pedestrian experience that is welcoming and interesting.



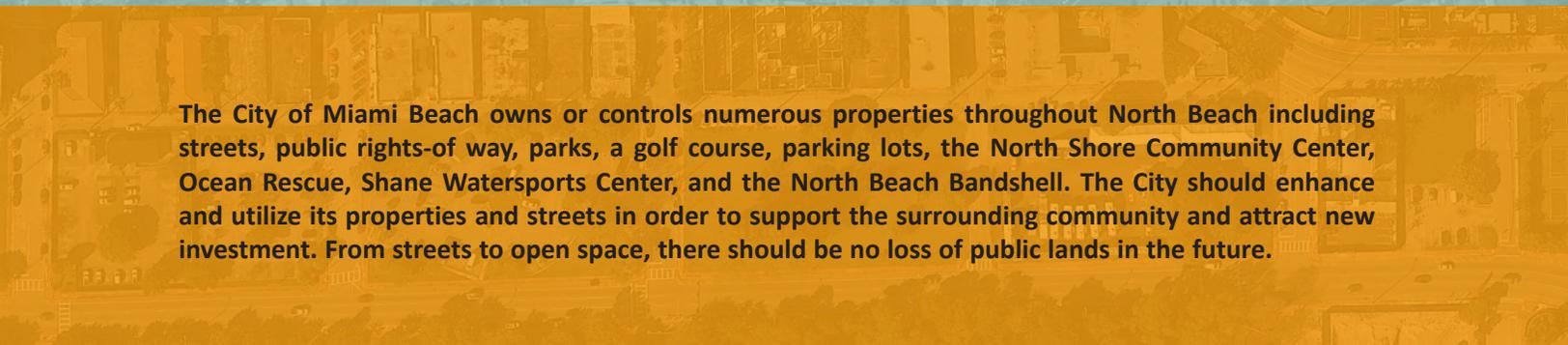
An interconnected network of walkable streets is vital to the health of neighborhoods and cities. The City of Miami Beach recently adopted a new Transportation Master Plan that combines a Bike & Pedestrian Plan with a Transit Improvement Plan. The plan demonstrates the City's commitment to prioritizing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

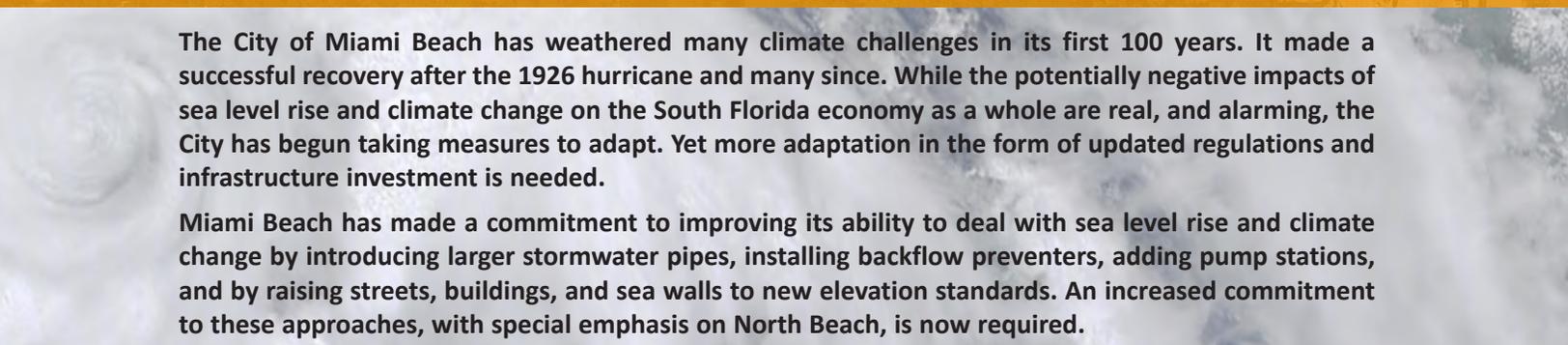


North Beach has many of the elements that make a community successful, including walkability, a mix of uses, generous amounts of open space, and an appealing architectural style. The quality of life in North Beach can best be improved upon by capitalizing on these core assets.

North Beach should take pride in its large stock of Miami Modern (MiMo) structures and use their restoration as a tool for economic development. Historic structures in North Beach must be preserved. Preservation is the soundest long-term economic development strategy. As much as possible, new construction should occur in vacant or underutilized spaces and complement the existing building stock architecturally.



The City of Miami Beach owns or controls 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. From streets to open space, there should be no loss of public lands in the future.



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 taking measures to adapt. Yet more adaptation in the form of updated regulations and infrastructure investment is needed.

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, adding pump stations, and by raising streets, buildings, and sea walls to new elevation standards. 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 71<sup>st</sup> Street from Collins Avenue to Normandy Isles and includes a block in either direction down the cross streets. 71<sup>st</sup> 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.



71<sup>st</sup> Street looking east from Abbot Avenue

## Why Has It Not Happened?

### 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's parking requirements, require parking to be built on site, which would turn ground floor spaces into parking rather than the retail that would encourage a walkable environment.

### Traffic

71<sup>st</sup> 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

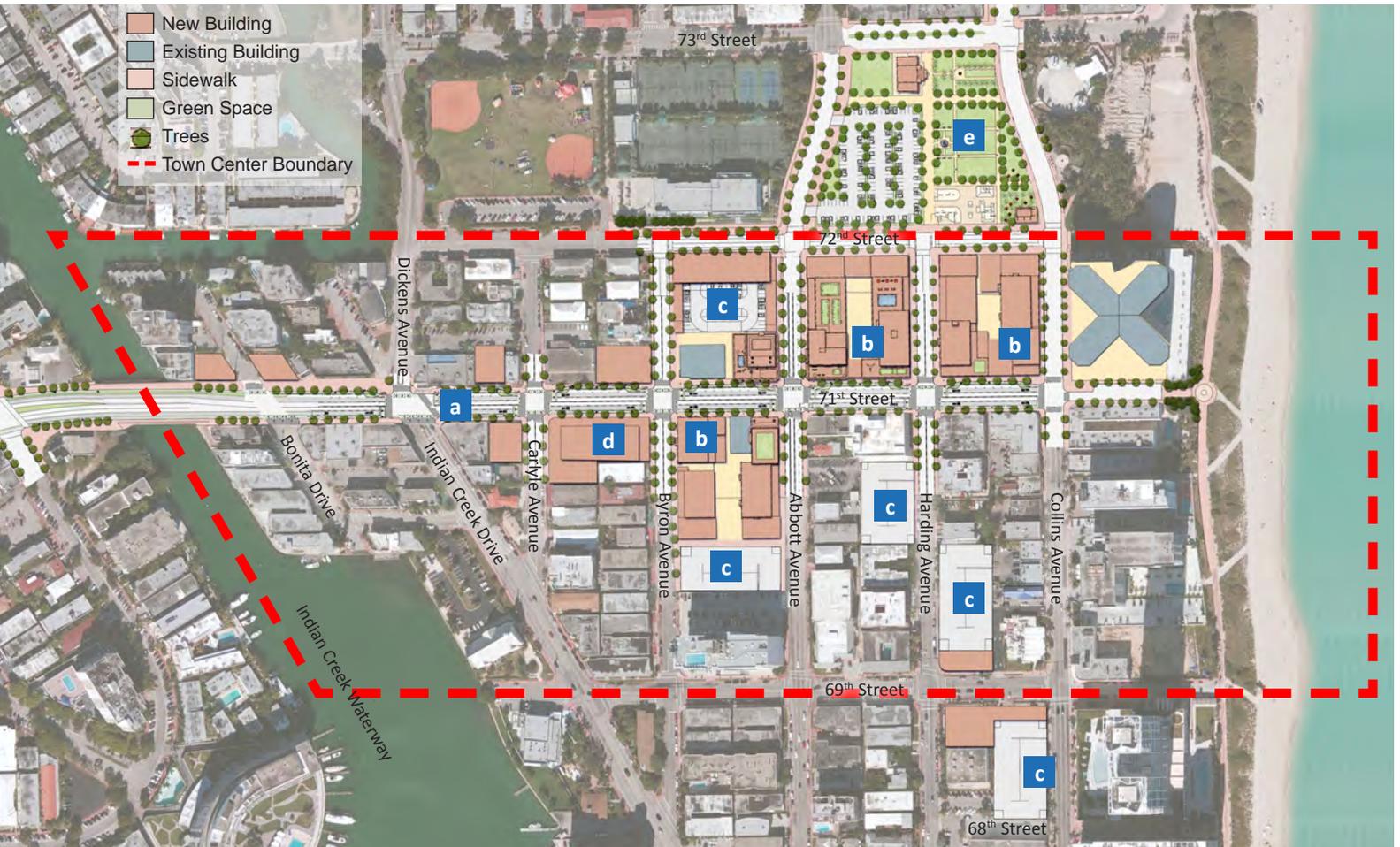
An active town center requires a balanced mix of transportation options, including efficient buses, a connected bike network, walkable streets, and a connected street network for all modes of travel, including cars. Therefore, a balanced and flexible transportation network with accommodations for all 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 71<sup>st</sup> 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 71<sup>st</sup> 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** Redevelop the Byron Carlyle Theater property
- e** Reimagine 72<sup>nd</sup> Street parking lot (see Better Utilize Public Lands for more information)



# 71<sup>st</sup> Street...A Walkable Main Street



A vision for a multimodal 71<sup>st</sup> Street at Byron Avenue



Existing conditions

Turning 71<sup>st</sup> 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 by a lane of parallel parking and a low curb. New street trees provide shade and comfort for all users.

Traffic and congestion along 71<sup>st</sup> 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 multi-modal 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 71<sup>st</sup> Street must be changed, then people can use the street in new and better ways. Making 71<sup>st</sup> Street a place people want to be will help catalyze new private investment and redevelopment opportunities. Private investment follows public investment.

## Building the 71<sup>st</sup> Street Vision

The transformation of 71<sup>st</sup> 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 71<sup>st</sup> 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 | Mid Term

A redesigned 71<sup>st</sup> 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 | Mid Term

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 71<sup>st</sup> 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 | Mid Term

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 on the street allows for an activated street scene.



Step 3

### Step 4 | Long Term

Non-historic, under-performing, one-story structures are being redeveloped over time, replaced by multi-story mixed-use, resilient and LEED certified or energy-efficient 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 | Long Term**

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 71<sup>st</sup> Street corridor is in keeping with local precedents, including utilizing the MiMo aesthetic. Furthermore, the private market has responded to the challenge of sea level rise and climate change by designing new buildings to be taller at ground level, so as to resist sea level rise and be at a minimum LEED certified, which will reduce residential production of greenhouse gases.

The iconic MiMo structure at 301 71<sup>st</sup> 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.

# Ocean Terrace: The Street and Building Relationship

Ocean Terrace stretches two blocks from 73<sup>rd</sup> to 75<sup>th</sup> Street in North Beach and is one of the only streets providing curbside access to the Atlantic Ocean in North Beach. This presents a unique opportunity to create a world class walkable street.

During the charrette, North Beach stakeholders stated that new development on Ocean Terrace should create a premium beachfront street that could include dining and retail at ground level. Participants did not want to be excluded from Ocean Terrace, they wanted more access and more destinations.

## Encourage Pedestrian Activities

The east to west streets 73<sup>rd</sup>, 74<sup>th</sup> and 75<sup>th</sup>, provide pedestrian connectivity from Biscayne Bay to the Atlantic Ocean. Creating additional shade and activating commercial spaces fronting the east-west streets, could encourage pedestrians in this part of the study area.

In order to create an attractive array of storefronts, the fronts of new buildings should continue to face the fronts of existing buildings. New buildings, especially parking facilities, should not present a back or side to existing fronts. As illustrated on the map on the adjacent page, storefronts face Ocean Terrace and Collins Avenue but very few active storefronts can be found on the side streets from 73<sup>rd</sup> to 75<sup>th</sup> Streets, except at the corners intersecting Collins and Ocean Terrace. Activating retail spaces along these streets could serve to create additional dining or retail offerings that would encourage more people to visit the area.

Additionally, a standardized setback from the street edge to the front of the building creates visual clarity that encourages pedestrians to continue walking down the street.

The commercial spaces at the St Tropez building have additional setbacks, illustrated in the image below (shaded in red) beyond that of its surrounding neighbors to the south and north. This extra space presents a unique opportunity to create retail or sidewalk cafes that would draw in visitors and residents alike.

In Miami Beach shade is critical to pedestrian activity. Shade can be provided with a mix of plantings, awnings or creatively designed shade systems. Planting new shade trees or planters could help reduce ambient heat by allowing sun rays to permeate the soil, rather than bounce off of the sidewalk and back in to the atmosphere.

Finally, a uniformity of streetscaping helps to create a common identity for the area. The promenade that stretches from South Beach and ends at the beginning of 73<sup>rd</sup> Street should be extended northward to provide visual continuity.

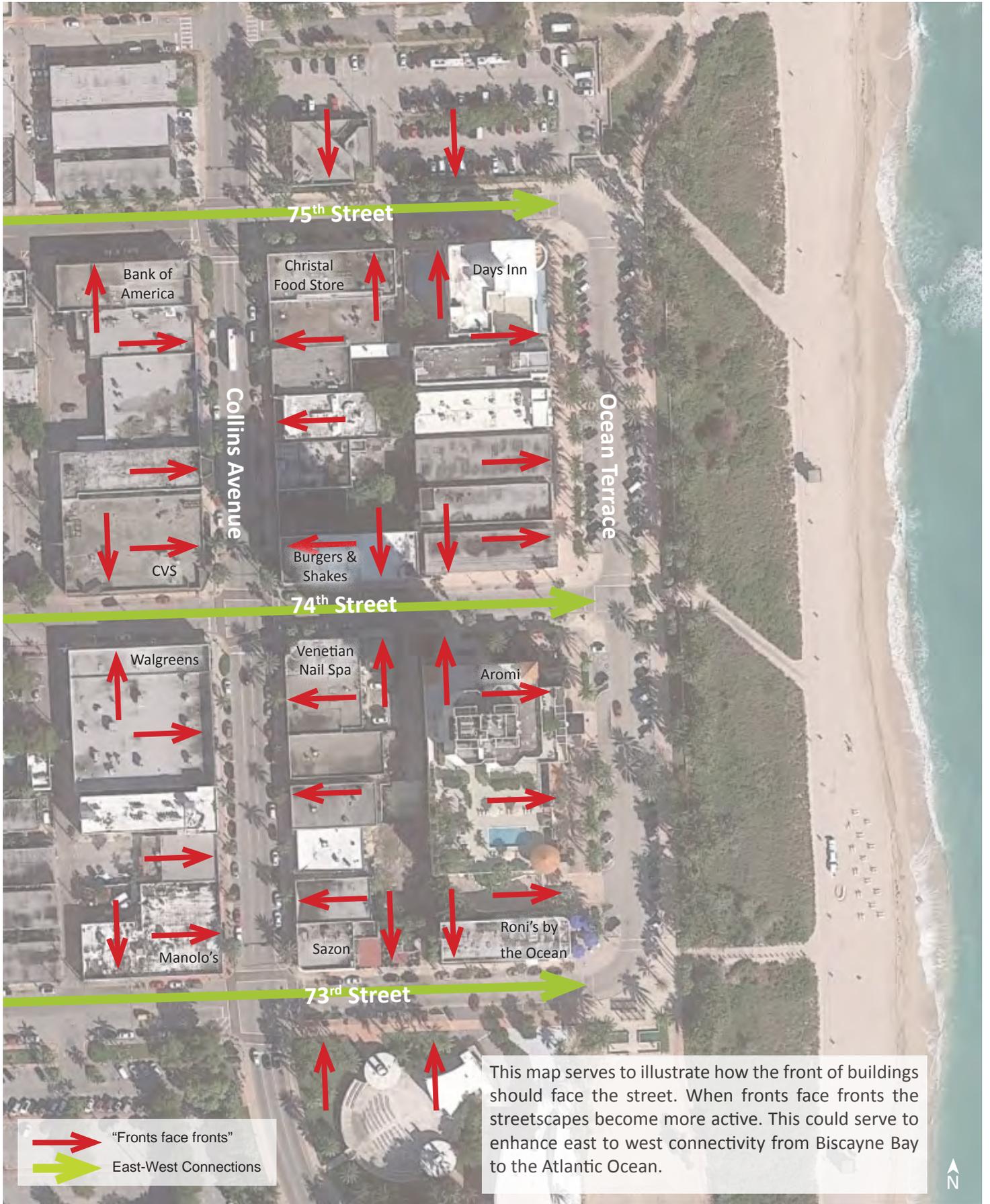
Implementing these concepts would benefit the entire neighborhood while creating an additional destination for visitors and residents after going to the beach, enjoying events at the band shell, enjoying the new Town Center, or even after a daily exercise routine taking advantage of the swimming, running or cycling opportunities available in the area.



The dashed red line in the image above illustrates the common frontage line shared by adjacent structures, while the shaded red area identifies underutilized sidewalk that could be used to create additional offerings for visitors and residents alike.



The interrupted streetscape pattern at 73<sup>rd</sup> Street should be extended north.



- ➔ "Fronts face fronts"
- ➔ East-West Connections

This map serves to illustrate how the front of buildings should face the street. When fronts face fronts the streetscapes become more active. This could serve to enhance east to west connectivity from Biscayne Bay to the Atlantic Ocean.



## 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 71<sup>st</sup> 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 71<sup>st</sup> 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 71<sup>st</sup> 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 71<sup>st</sup> 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 71<sup>st</sup> Street, step back at least 25'.
- Create a Beach Plaza at the start of 71<sup>st</sup> Street.
- Utilize the Byron Carlyle Theatre site as a catalyst building project.
- Raise 71<sup>st</sup> Street to become resilient to sea level rise.



# 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. The consultant that worked with the City to create the 2016 Bicycle and Pedestrian Plan and the Street Design Guidelines, was a part of the Plan NoBe team. The recommendations listed in this section generally match the adopted 2016 Transportation Master Plan (TMP). Any discrepancies with the TMP illustrated here were produced during the Plan NoBe Charrette as a means to improve walkability and mode shift in North Beach. Turning both Collins and Harding Avenues into two-way streets, for instance, is an idea that will require coordination between the City, the Florida Department of Transportation and the administration of adjacent municipalities like the Town of Surfside.

**26.2%** of residents  
  
 are **car-free**

## 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.

### MODE SPLIT: EXISTING VS. FUTURE

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

Source: This is an extrapolation of North Beach specific data from the 2014 Miami Beach Community Satisfaction Survey (PP81-84).

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.

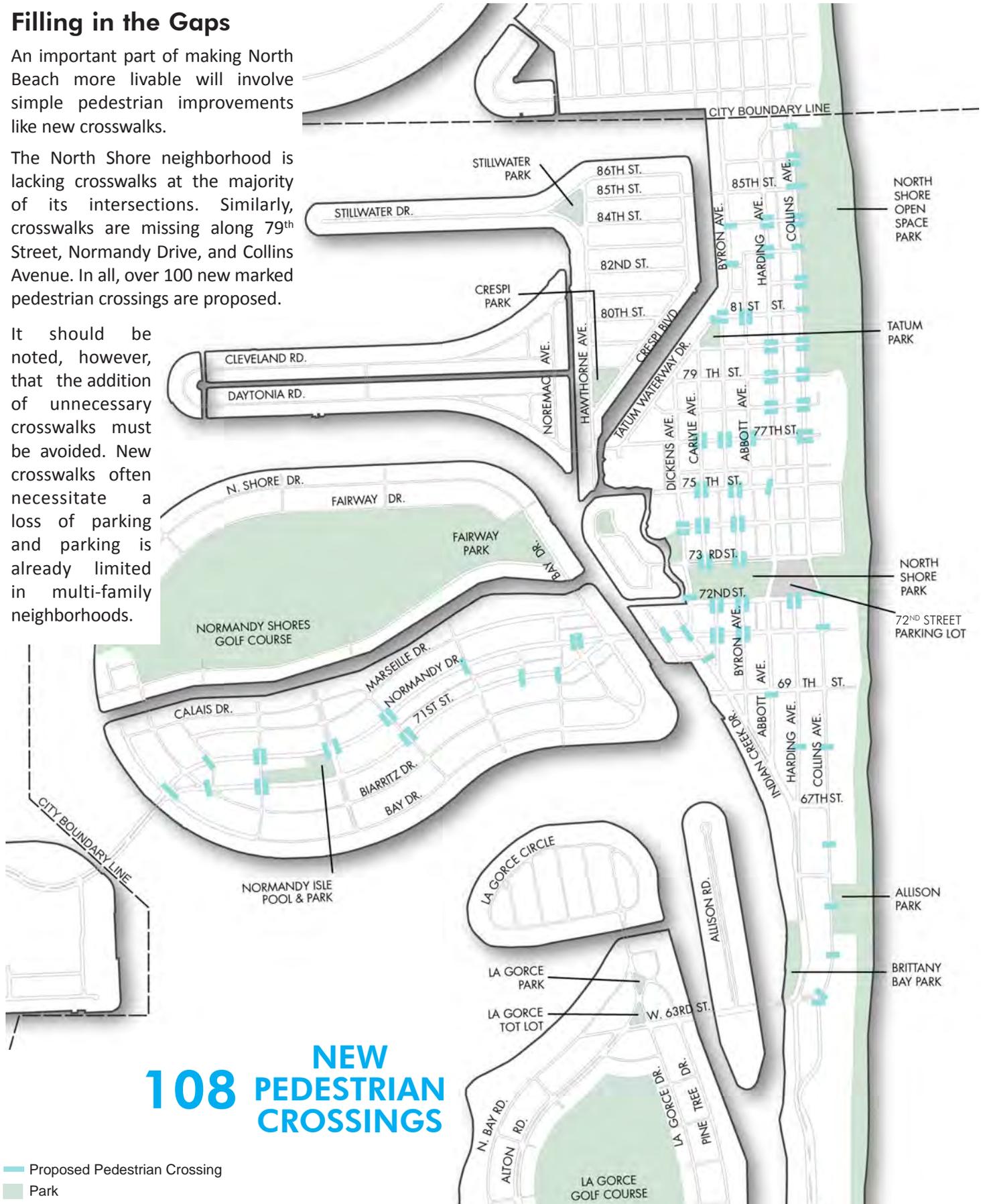
# Proposed New Crosswalks

## 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 79<sup>th</sup> Street, Normandy Drive, and Collins Avenue. In all, over 100 new marked pedestrian crossings are proposed.

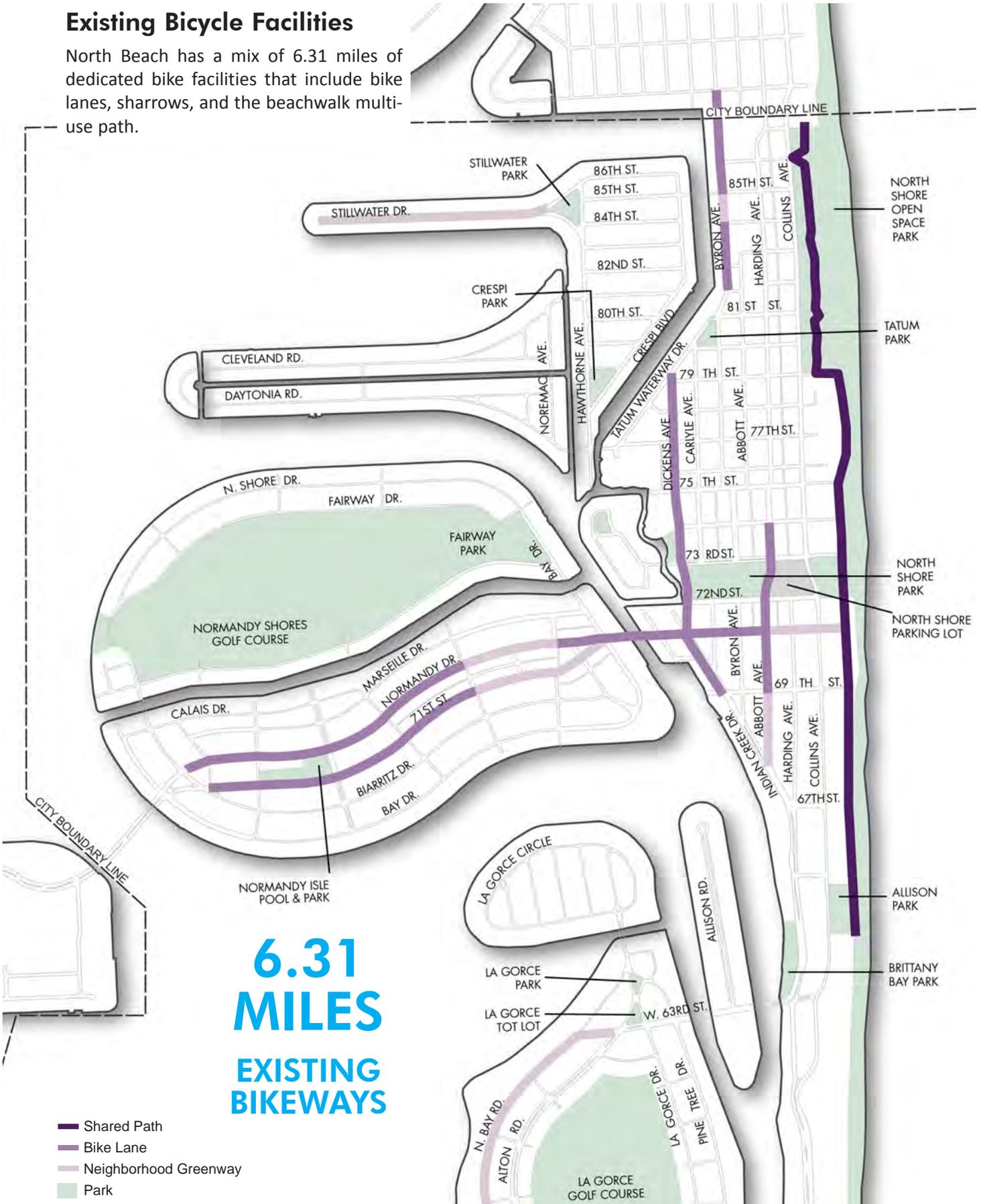
It should be noted, however, that the addition of unnecessary crosswalks must be avoided. New crosswalks often necessitate a loss of parking and parking is already limited in multi-family neighborhoods.



# 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 beachwalk multi-use path.



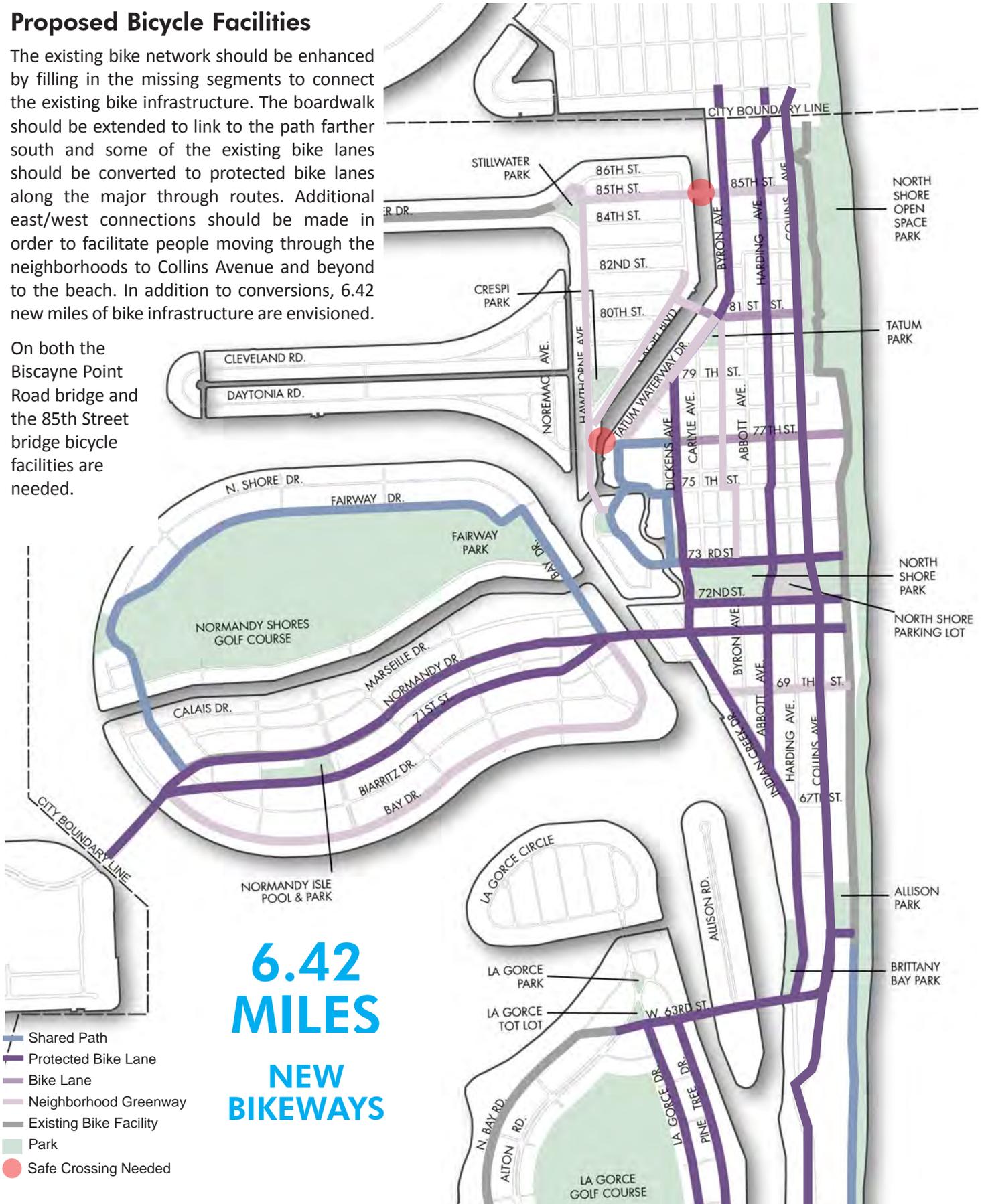
**6.31  
MILES  
EXISTING  
BIKEWAYS**

- Shared Path
- Bike Lane
- Neighborhood Greenway
- Park

## 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.

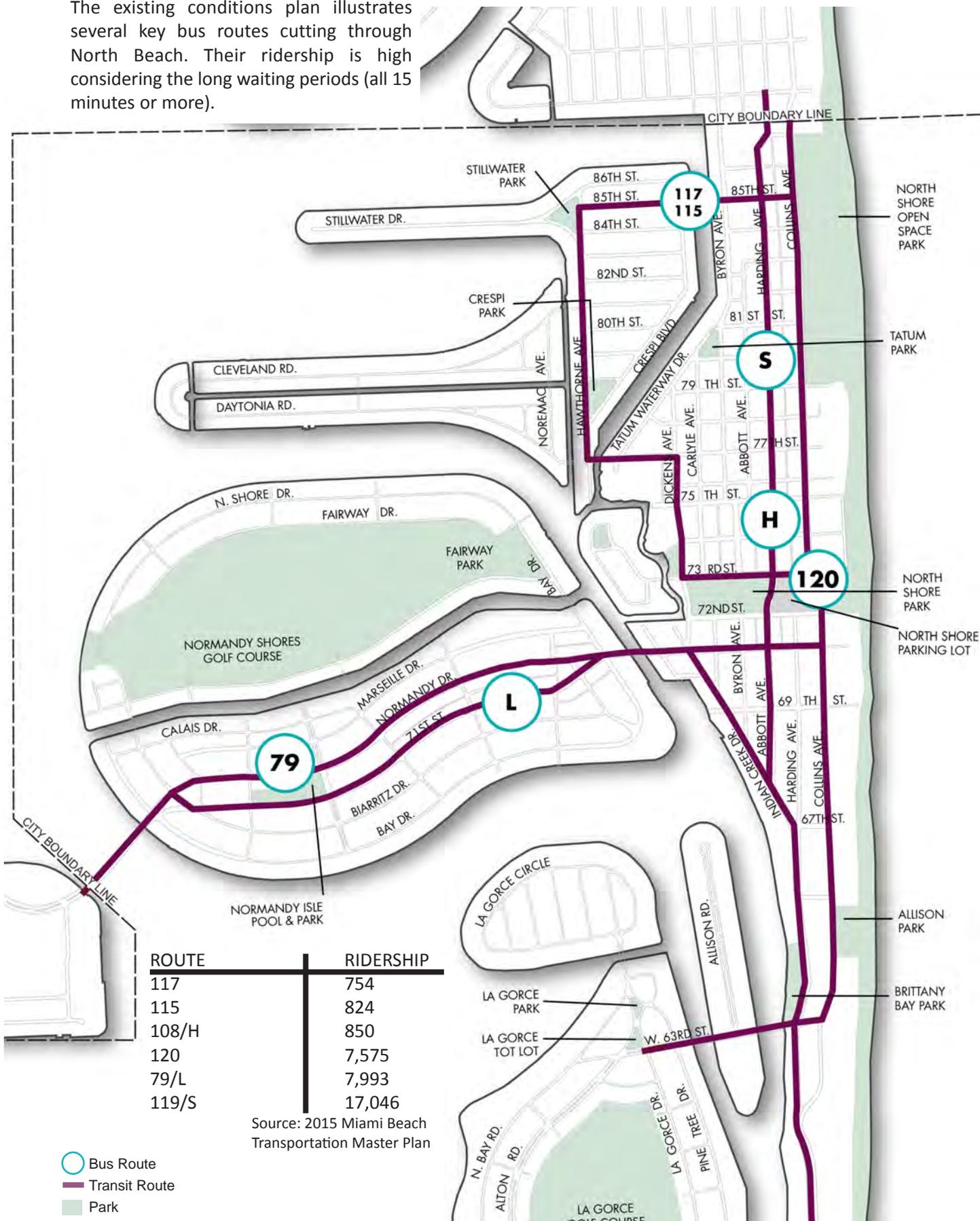
On both the Biscayne Point Road bridge and the 85th Street bridge bicycle facilities are needed.



**6.42  
MILES  
NEW  
BIKEWAYS**

# Transit

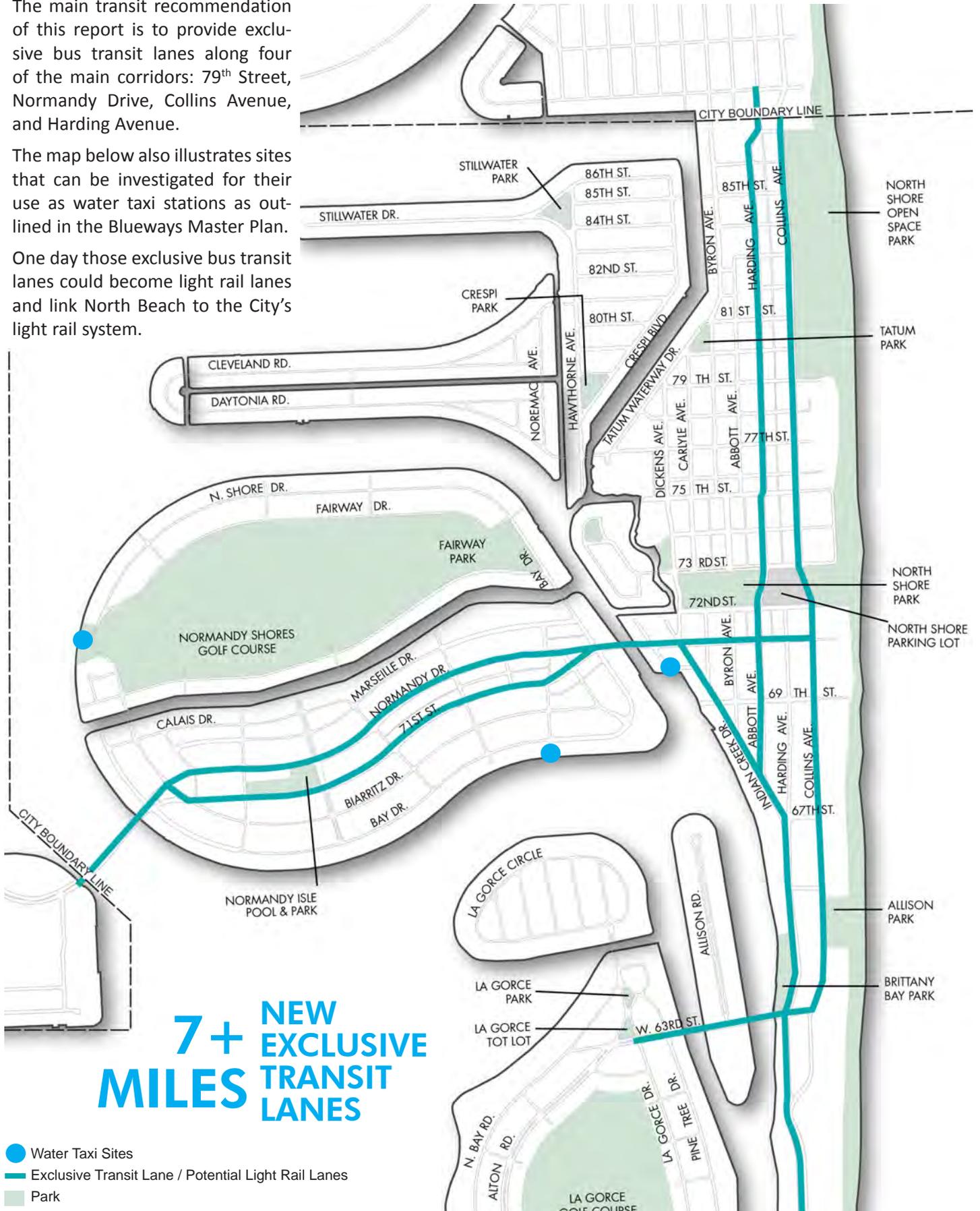
The existing conditions plan illustrates several key bus routes cutting through North Beach. Their ridership is high considering the long waiting periods (all 15 minutes or more).



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

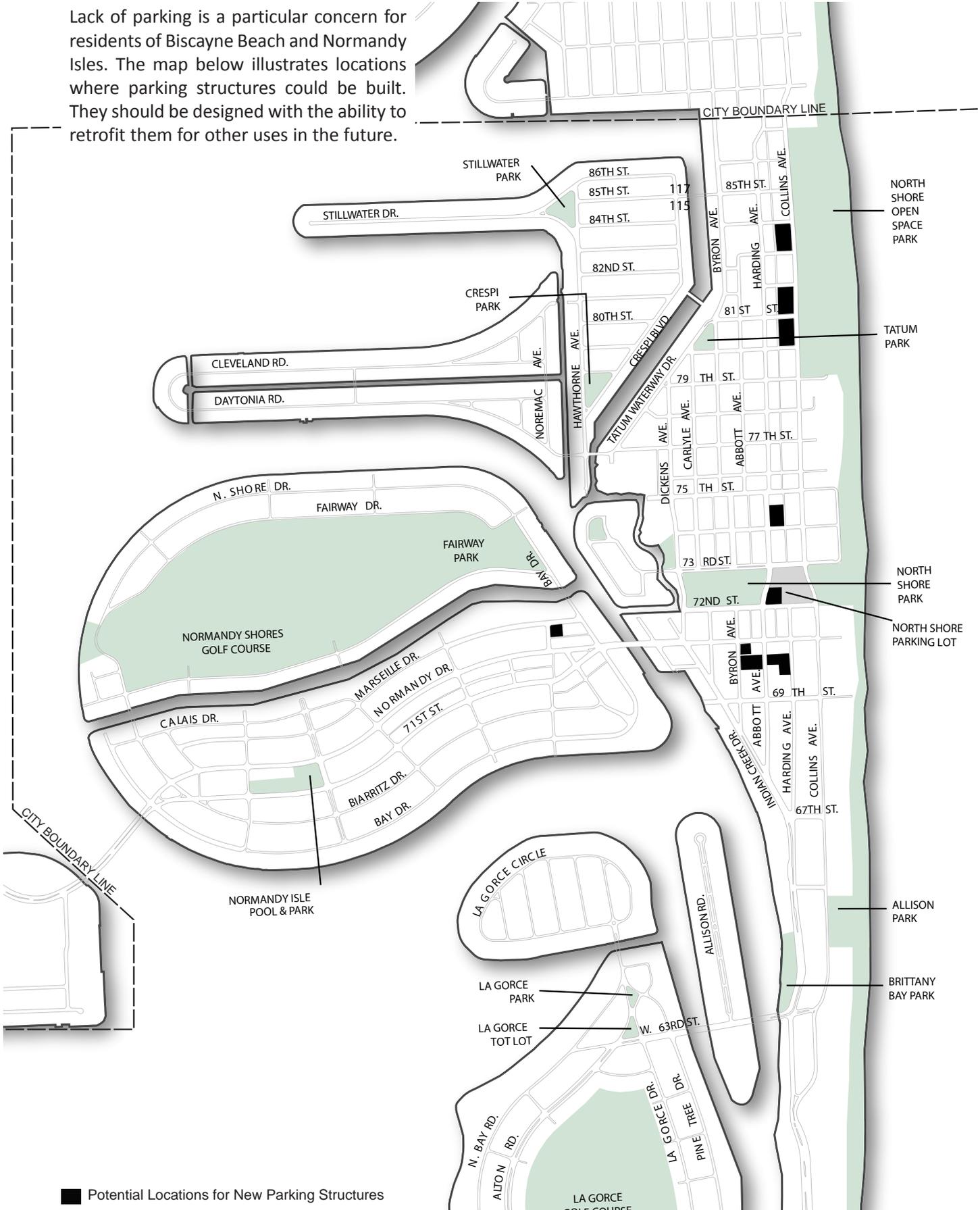
The map below also illustrates sites that can be investigated for their use as water taxi stations as outlined in the Blueways Master Plan.

One day those exclusive bus transit lanes could become light rail lanes and link North Beach to the City's light rail system.



# Parking

Lack of parking is a particular concern for residents of Biscayne Beach and Normandy Isles. The map below illustrates locations where parking structures could be built. They should be designed with the ability to retrofit them for other uses in the future.



■ Potential Locations for New Parking Structures



The parking structure above is located at 76<sup>th</sup> Street and Harding Avenue/Indian Creek Drive

## Parking Garages

Parking is a critical part of the discussion about mobility. The mode of transportation we choose impacts land use in the places we like to visit. For every person driving a personal vehicle, a parking space is needed at the end destination and this has serious, often unfortunate, implications for urban design and placemaking.

With more and more people opting to take ride share services (such as Lyft or Uber), to get to work or to go out for entertainment, some transportation professionals argue that the demand for parking may drop over the next five to ten years. Additionally, Miami-Dade and Broward counties are testing self-driving vehicles, including commercial trucks and personal vehicles, which may further reduce the demand for parking. For these reasons, parking garages could be designed in such a way that they can be re-purposed for office space, commercial retail or housing in the near future.

Increasingly, communities around the country are opting to reduce or eliminate parking requirements for new construction near transit. This will result in the

construction of more pedestrian-friendly, ground floor spaces that could be occupied by new restaurants or retail.

On the other hand, parking is still necessary for residents and visitors alike. And while the number of people using cars may go down as a percentage of the population we must keep in mind that the number of Miami Beach visitors and residents is increasing, and thus the need for parking may still go up. Miami Beach has also begun to charge significantly more for on-street parking than parking in garages to encourage garage usage.

Whether demand goes up or down, by lining parking structures, such as the one above, with usable space, we can provide new parking opportunities without detracting from the pedestrian experience.

The City should also investigate residential area parking structures following these design-sensitive recommendations in areas where parking for residents is unavailable and problematic. Should it be necessary to build them, they should be lined or screened with plantings.

## Raising Streets

The need to raise select streets to adapt to rising seas presents an additional consideration for new development. The map on the adjacent page illustrates the existing height of streets throughout the study area compared to sea level (which is at 0 feet). The legend shows a color code for height ranges between 0 feet (sea level) to 7 feet.

Many streets that are currently below 3.7 feet are being considered for elevating to match the new Base Flood Elevation (BFE) standards of 6.44 feet NAVD or 8 feet NGVD. Streets have already been raised in Sunset Harbour and at the intersection of 10<sup>th</sup> Street and West Avenue in South Beach. In North Beach, Collins and Harding Avenues, the main thoroughfares closest to the Atlantic Ocean, are typically the highest streets, while streets adjacent to Biscayne Bay and the waterways are often the lowest.

Newer buildings such as the Publix Super Market on Collins Avenue have been built with extra height to help ensure that in the event of a major storm the interior of the building remains dry. The City must continue to ensure that streets are raised strategically where new development is planned. More on this issue is illustrated in the Build to Last section of this report.

At the same time, buildings do not necessarily need to be raised immediately. At the intersection of 10<sup>th</sup> Street and West Avenue in South Beach existing businesses include a coffee shop and grocery store which have successfully contended with a higher street by use of ramps and elevated patios.

Currently, the Florida Department of Transportation has not coordinated with the City to begin investigating the impact of how raising streets will affect future road maintenance projects or the built environment adjacent to state controlled roads. Better communication is necessary moving forward to understand and tackle this issue.



Stores along 20<sup>th</sup> Street are now 3' below the newly raised street.



The entrance to the Publix, highlighted in red, is situated two steps above the Base Flood Elevation (BFE) or approximately 14 inches.

Generally, streets shaded dark blue (below 1.2 feet), light blue (between 1.2 and 2.7 feet) and yellow (2.7-3.2 feet) are being considered for raising to a minimum height of 3.7 feet within the next 5-10 years.



Legend  
Road Elevation

- < 1.2 f.
- < 2.7 f.
- < 3.2 f.
- < 3.7 f.
- < 5.4 f.
- < 7 f.

Source: This map was produced by the City of Miami Beach GIS Department. Aerial Photo in Black and white dated from 2014. Elevation data from LIDAR survey dated 11/3/2015, supplied by Miami-Dade County

# Street Upgrades

## Designing More Multi-Modal Streets

The street sections in the pages that follow include over 30 different intersections and roadway segments calibrated using the City’s adopted Street Design Guidelines. This analysis seeks to significantly improve bicycle and pedestrian safety and access. Proposals are described with typical plans, sections, and intersection conditions for the following areas:

- 71<sup>st</sup> Street
- 72<sup>nd</sup> Street (between Dickens and Collins Avenues)
- 73<sup>rd</sup> Street (between Dickens and Collins Avenues)
- 81<sup>st</sup> Street (between Byron and Collins Avenues)
- Harding Avenue
- Collins Avenue
- Ocean Terrace



The bicycle lanes along 71<sup>st</sup> Street can be retrofitted by flipping the existing parking location with the protected bike lane. Image: Miami Bike Scene



Lack of crosswalks at 79<sup>th</sup> Street and Collins Avenue is a safety issue at all times, but even more so 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. The City is actively researching the right crossing signal to implement at this location.

# Exclusive Transit Lanes and Premium Bus Transit

## What is Premium Bus Transit?

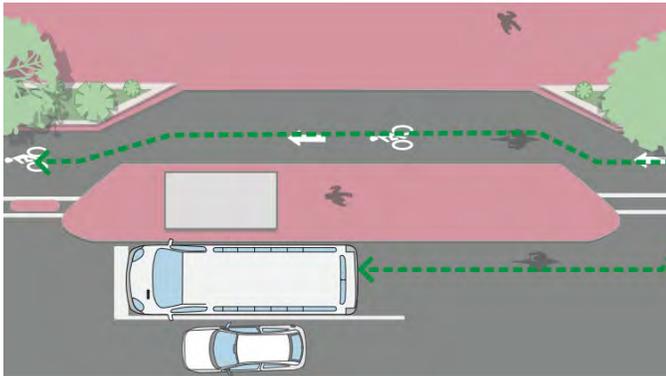
Many of the street upgrades that follow feature Premium Bus Transit. Premium Bus Transit is a way of describing bus transit service that combines the convenience and reliability of rail transit with the cost effectiveness and flexibility of rubber tire systems. Creating this type of service is consistent with the adopted 2016 Transportation Master Plan.

One of the main elements of a premium bus network are 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.

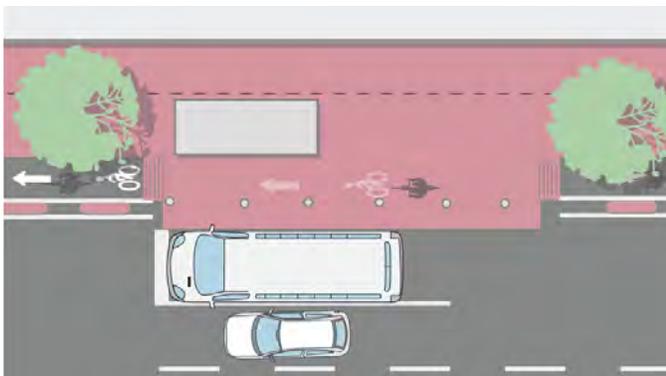
- Minimal transit headways (5 to 7 minutes)
- Pre-paid ticketing
- Enclosed stations
- Level boarding
- Signal priority



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.

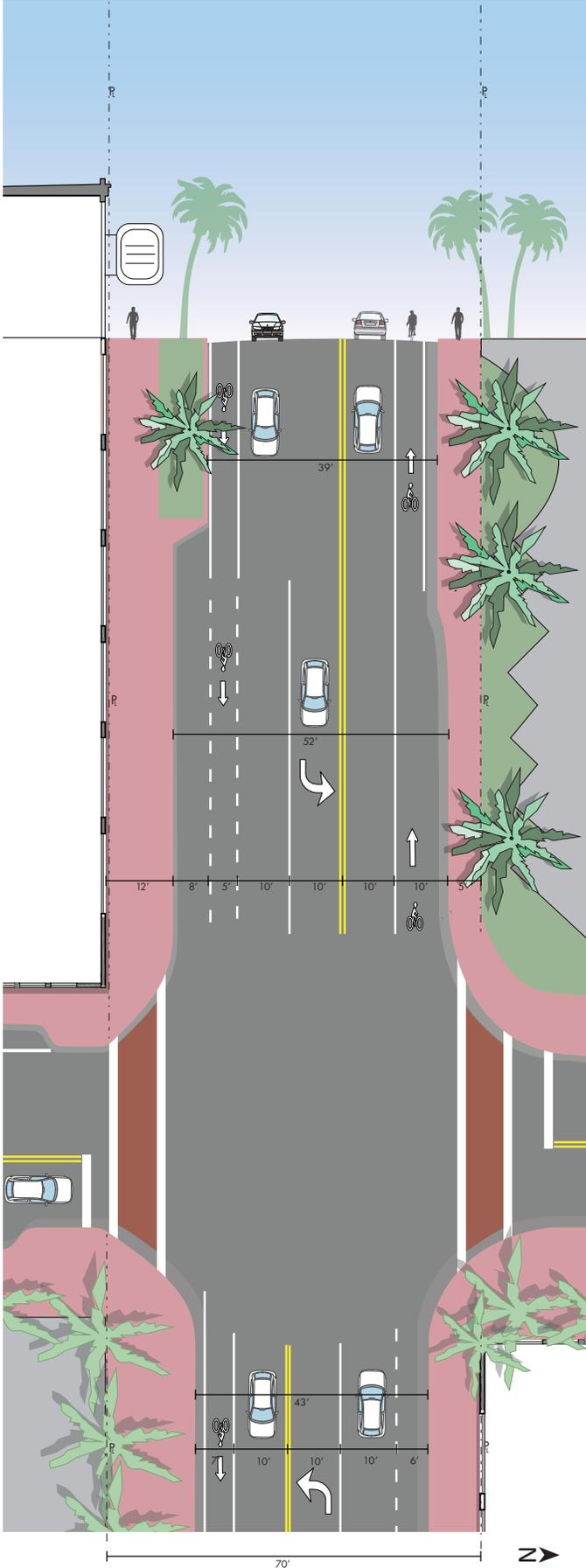


The bus station alternative illustrated above shows a condition where the bike lane runs at street level and ramps up to the sidewalk level as it approaches the stop.



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

# 71<sup>st</sup> Street



## 71<sup>st</sup> Street at Byron Avenue: Existing Conditions

71<sup>st</sup> 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.

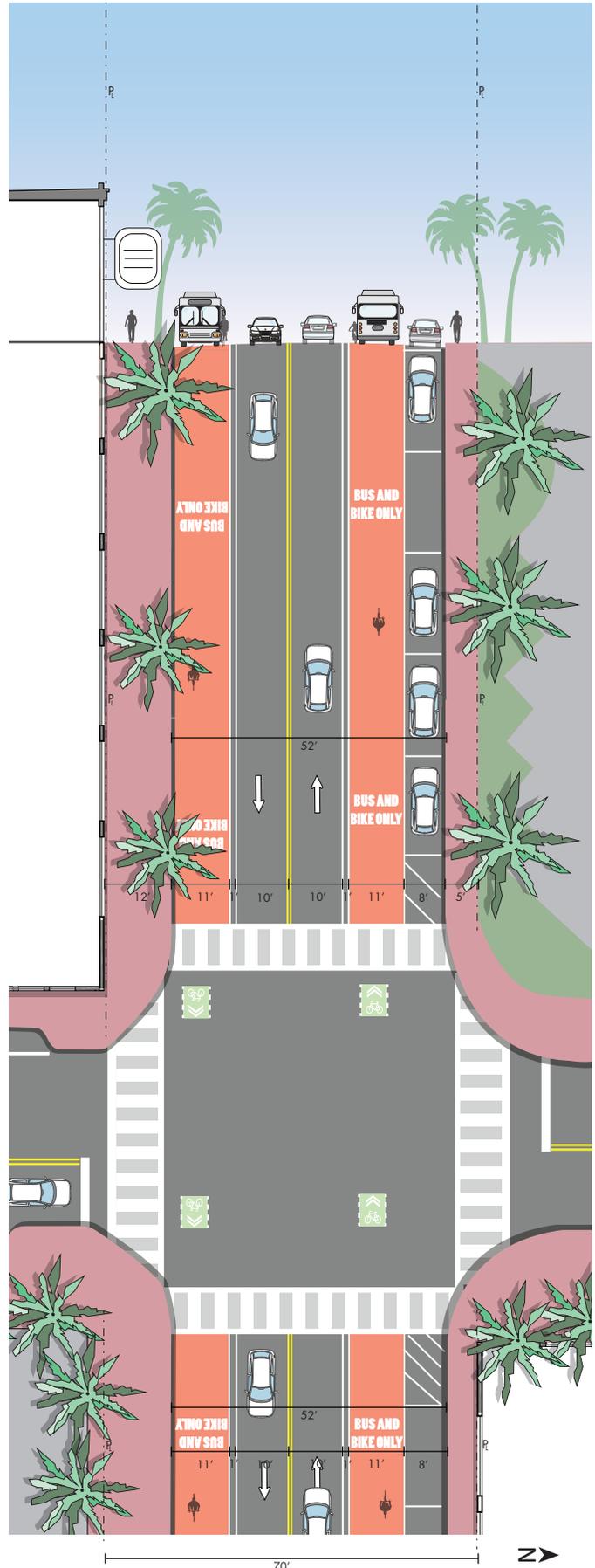
# 71<sup>st</sup> Street: Step 1

## A Multimodal Street

- 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.

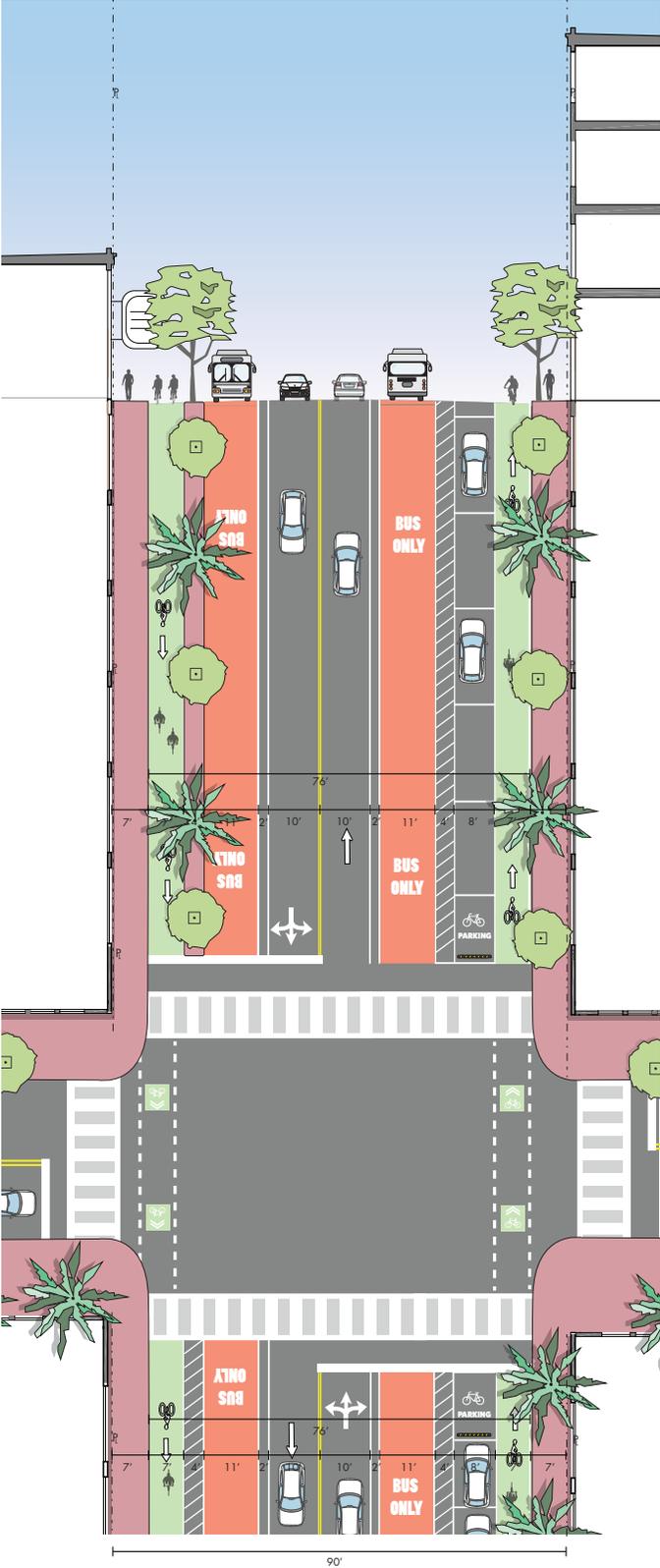


## 71<sup>st</sup> Street: Step 2

### A Multimodal Street with a Premium Cycle Facility

- Dedicated Transit Lanes
- Two-Way Car Travel
- Parking Protected Bicycle Lanes

Over time, as buildings are redeveloped on 71<sup>st</sup> Street with an additional 10' setback, the 71<sup>st</sup> Street Corridor could accommodate both exclusive transit lanes and protected bicycle facilities.

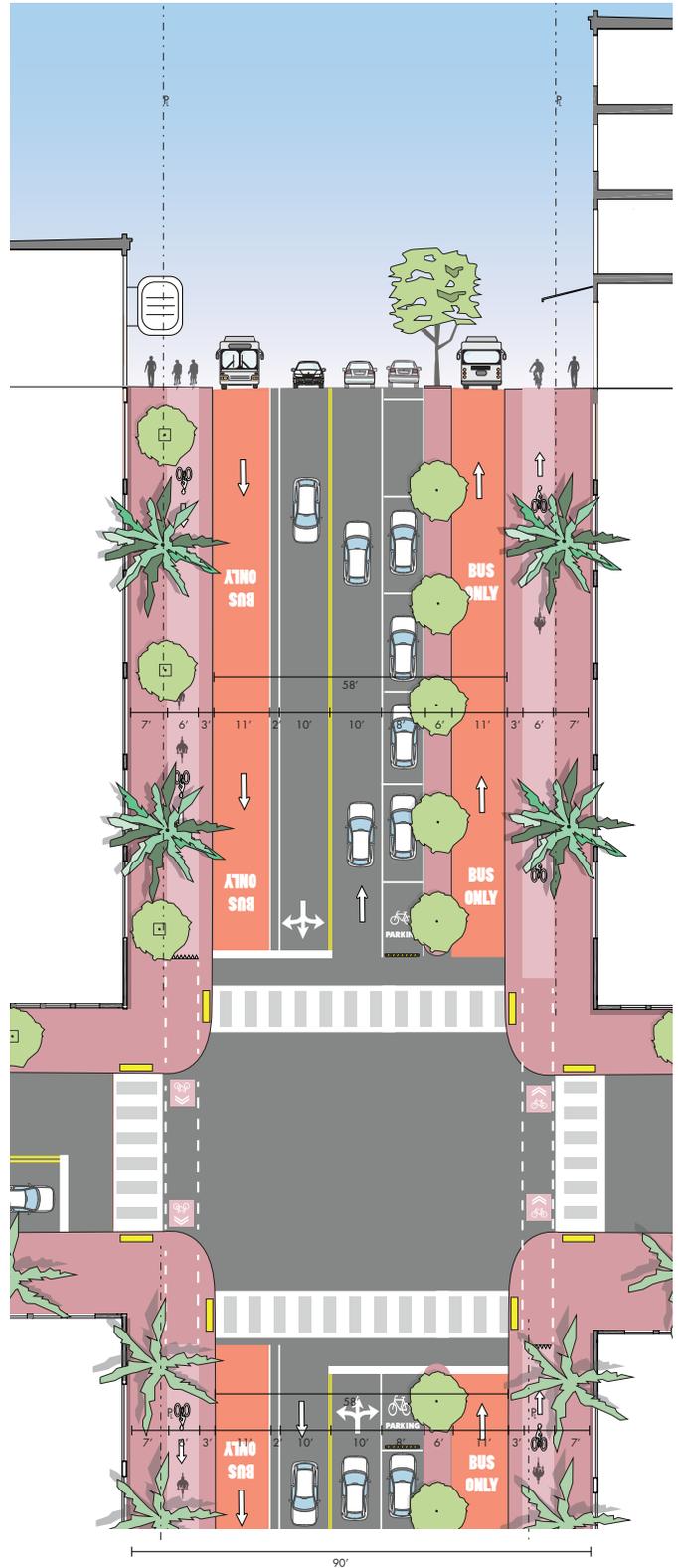


## 71<sup>st</sup> Street: Step 3

### A Multimodal Street with a Premium Cycle Facility as Part of an Extended Sidewalk System

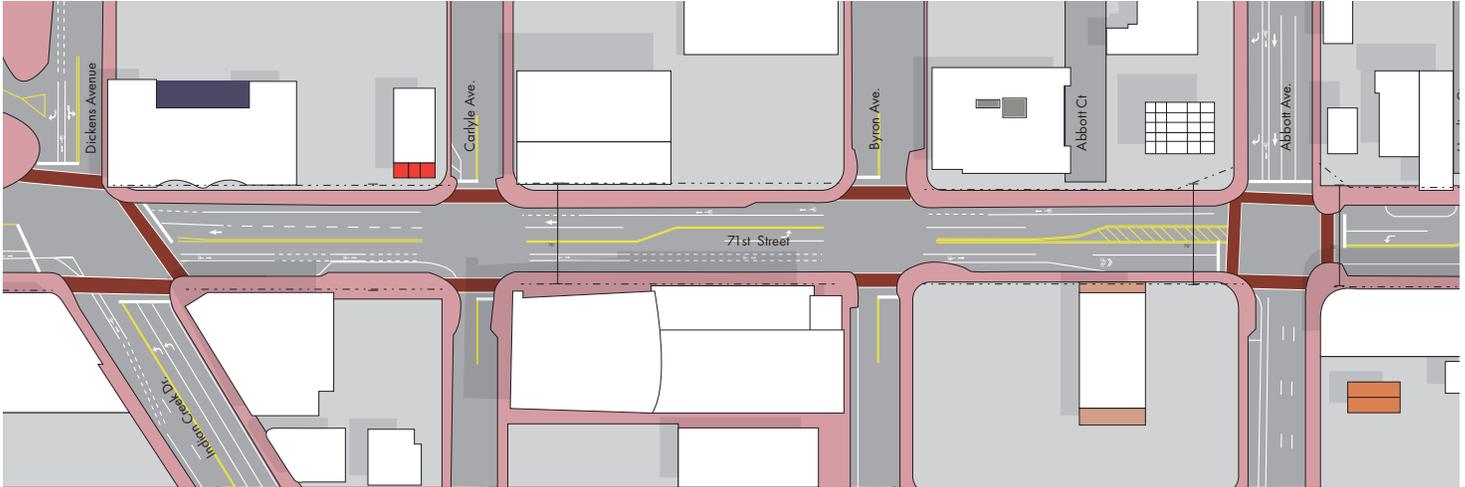
- Dedicated Transit Lanes
- Two-Way Car Travel
- Sidewalk-Level Protected Bicycle Lanes
- On-Street Parking

This additional option for 71<sup>st</sup> 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. The “sidewalk” on the north side of 71<sup>st</sup> Street is made large enough to become a signature public space.



In addition to showing the typical street section, a comparison of existing and proposed options for 71<sup>st</sup> Street are shown from the ocean to Dickens Avenue.

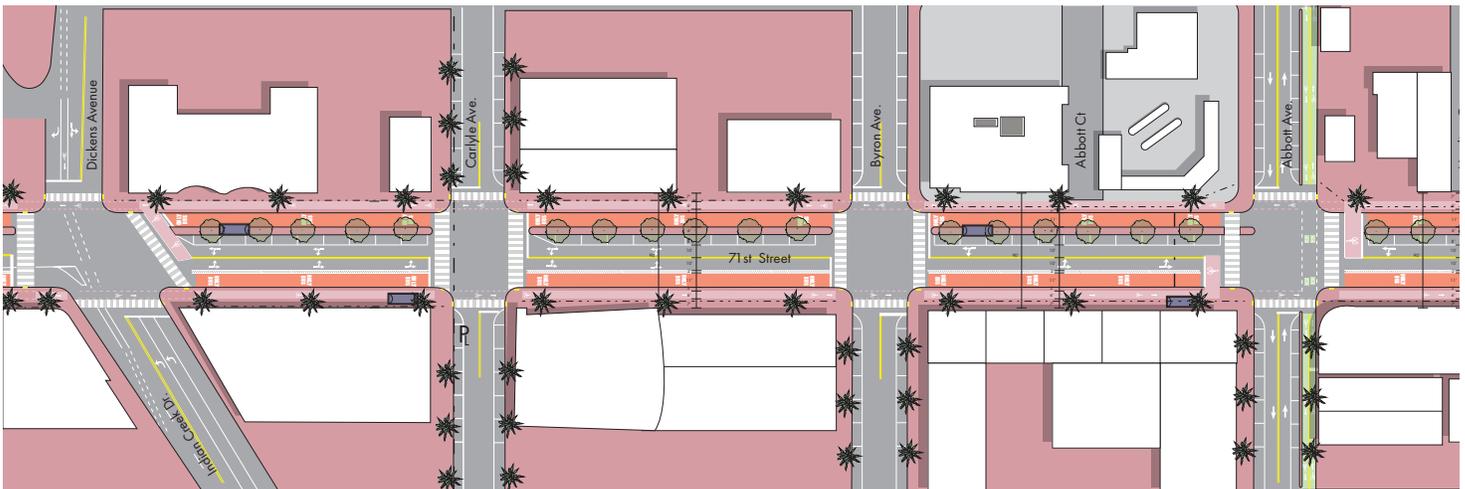
### 71<sup>st</sup> Street: Existing Conditions

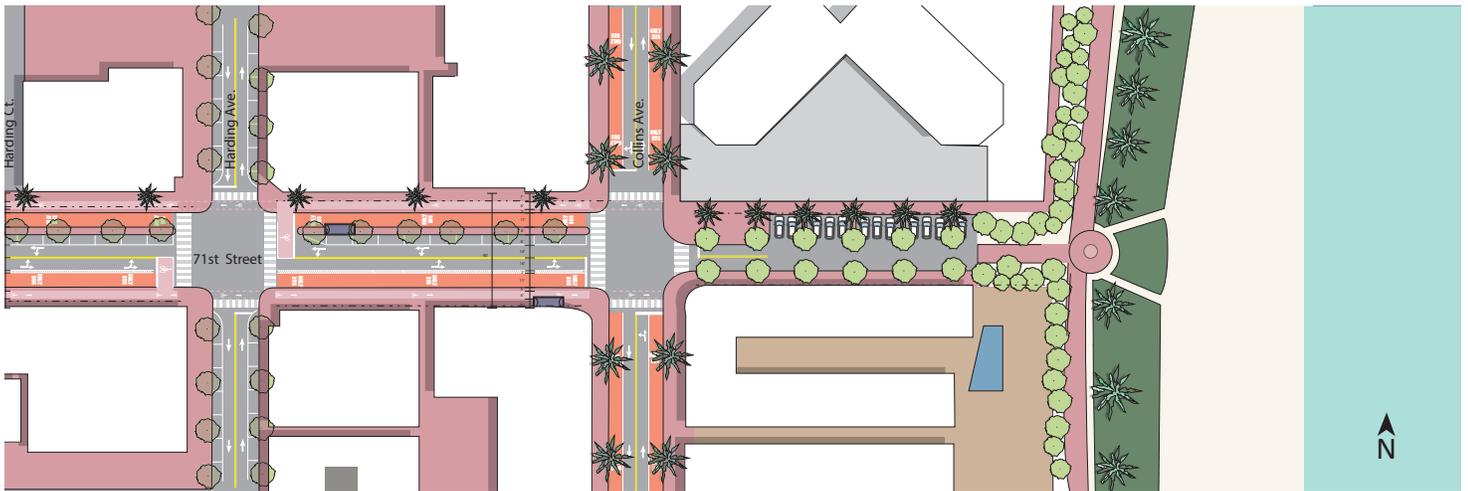
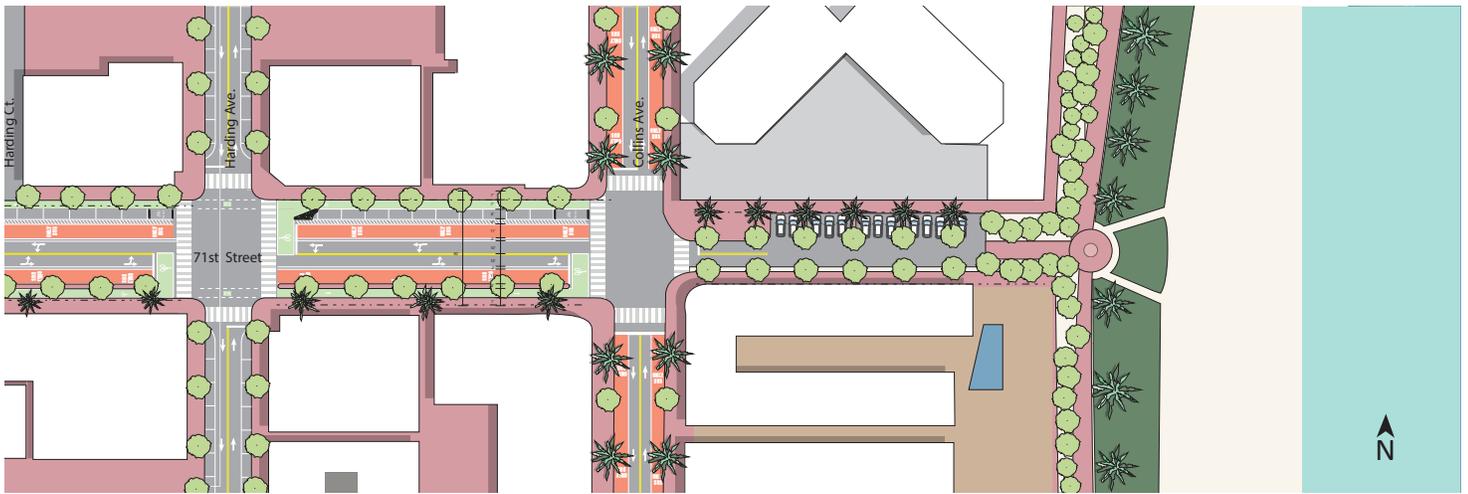
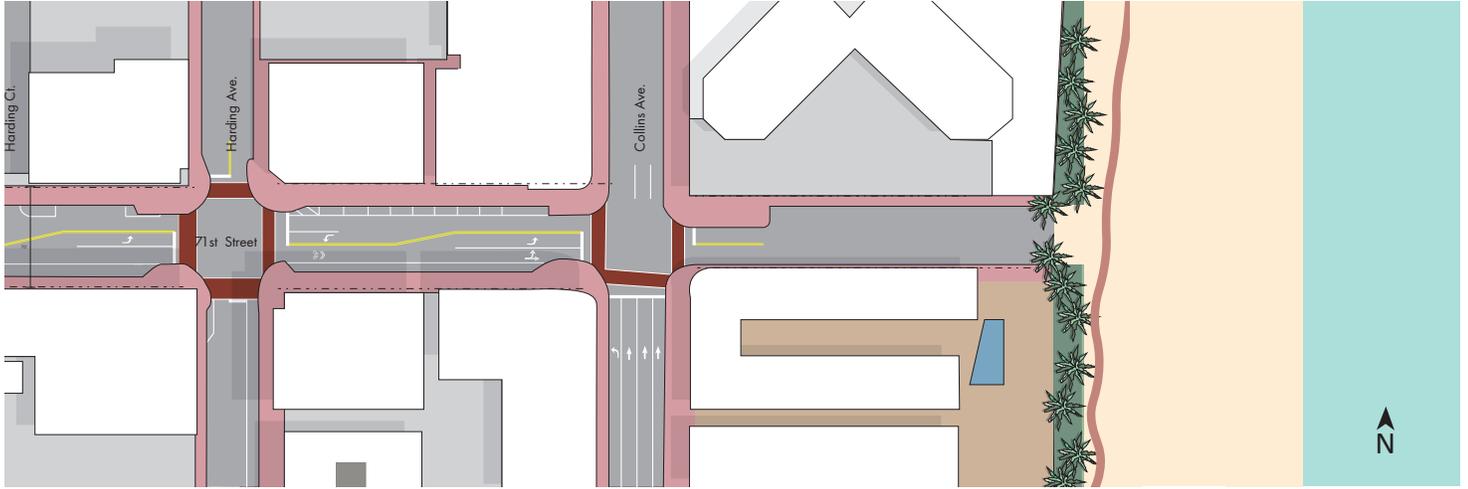


### 71<sup>st</sup> Street: Step 1



### 71<sup>st</sup> Street: Step 2 and 3





# 72<sup>nd</sup> Street

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

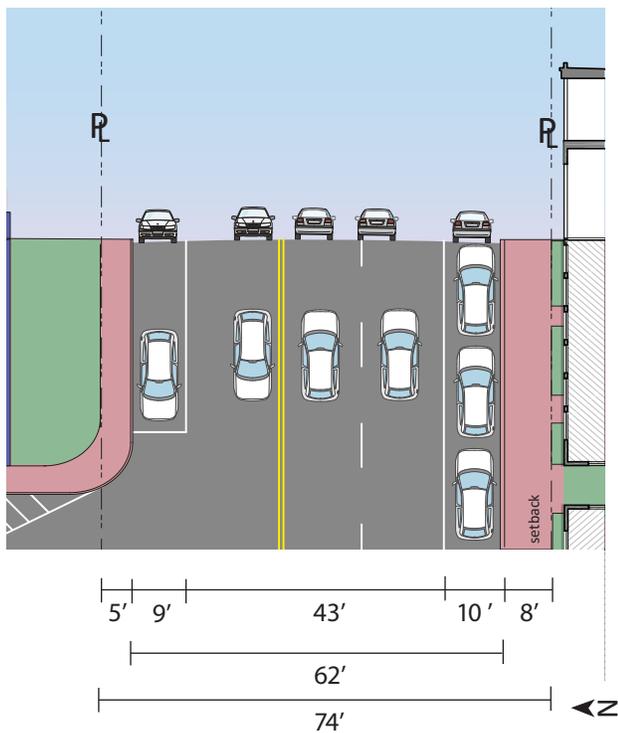
The traffic does not justify the amount of space wasted on asphalt. The dimensions of the right-of-way on 72<sup>nd</sup> Street and 73<sup>rd</sup> Street allow for several different variations of protected and unprotected bicycle facilities and green features on both 72<sup>nd</sup> Street and 73<sup>rd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

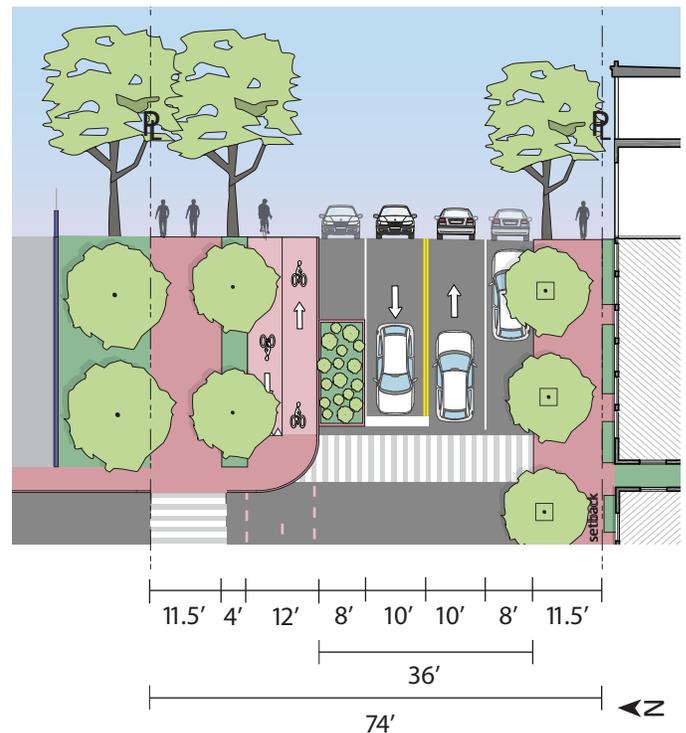
72<sup>nd</sup> and 73<sup>rd</sup> Streets also provide east to west connections and may see new building construction projects within the next two to five years in addition to the re-design of the streets illustrated below that will serve to improve mobility for pedestrians and cyclists. This makes these streets candidates for becoming some of the first streets to be raised in North Beach.

The City should use this as a pilot area to research and implement strategies for restricting new higher roads with the existing urban fabric and new projects that may be built moving forward.

**72<sup>nd</sup> Street at Dickens Avenue  
Existing Conditions**



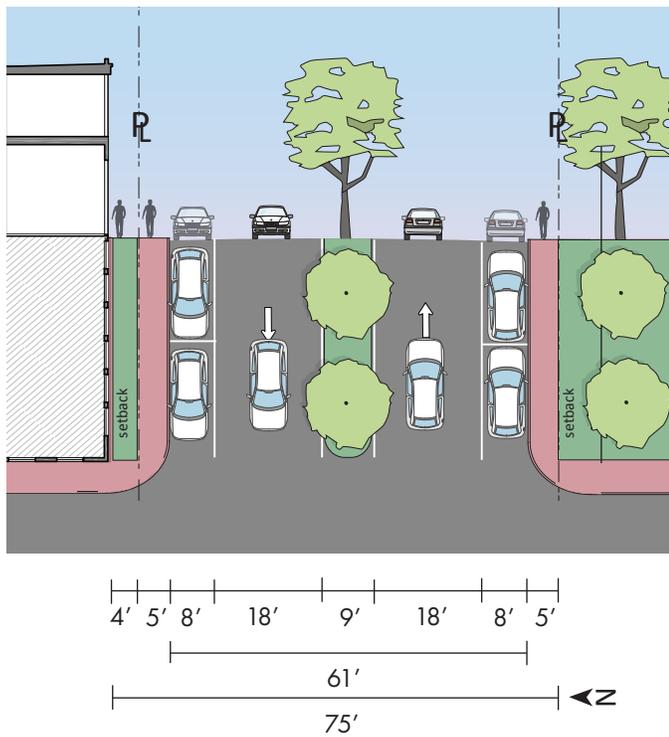
**72<sup>nd</sup> Street at Dickens Avenue  
Two-way Grade Separated Bike Lane**



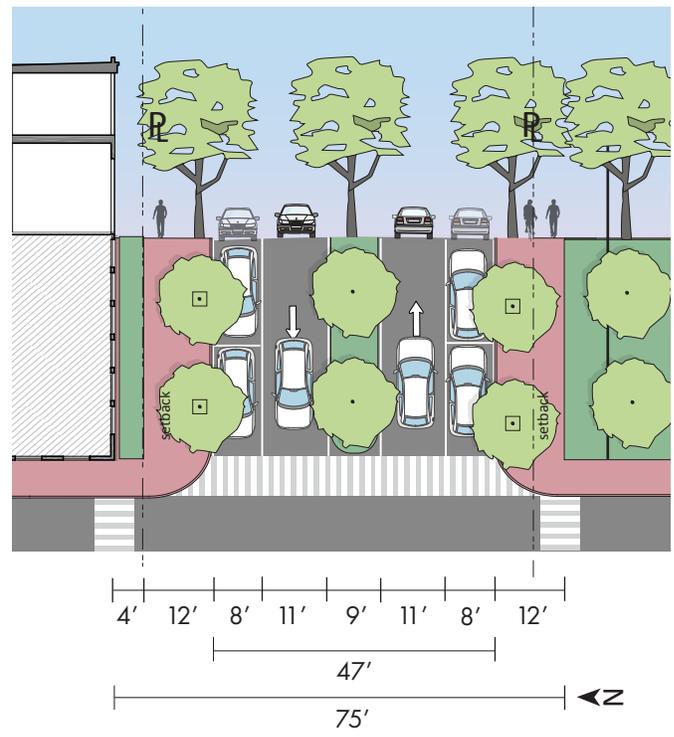
# 73<sup>rd</sup> Street

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

**73<sup>rd</sup> Street at Byron Avenue**  
Existing Conditions



**73<sup>rd</sup> Street at Byron Avenue**  
Widened Sidewalks  
Median + Street Trees

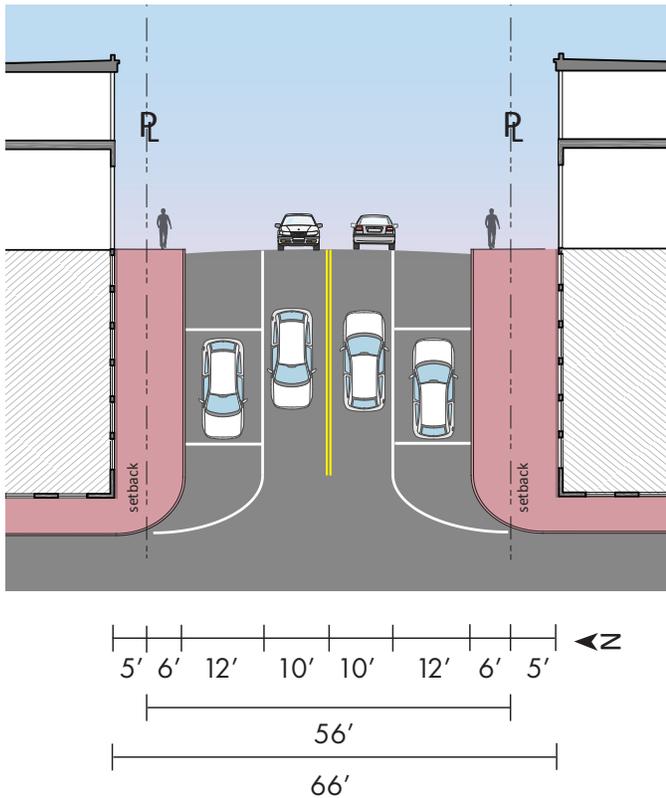


# 81<sup>st</sup> Street

81<sup>st</sup> 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 81<sup>st</sup> Street connects the existing pedestrian bridge to Biscayne Point and the Atlantic Trail, it is a natural bicycle and pedestrian connection. 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.

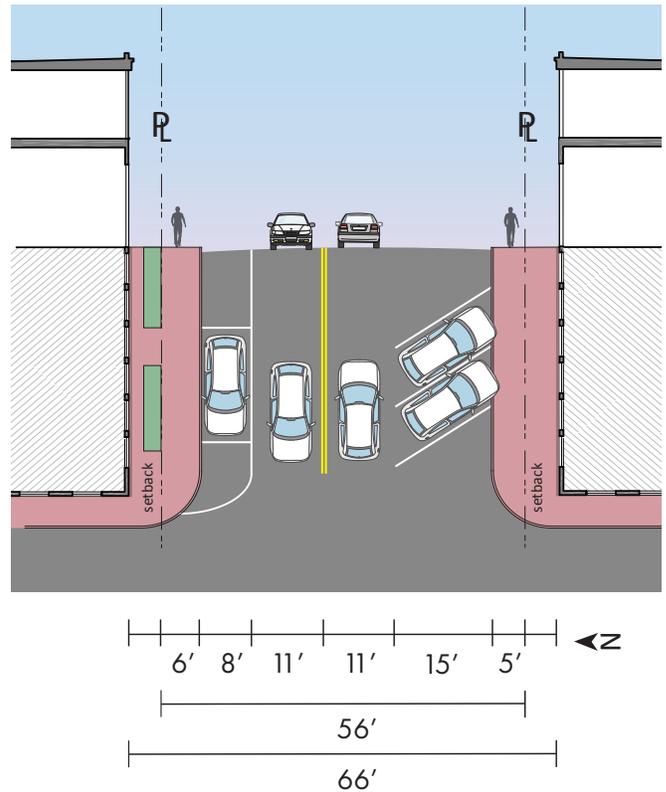
## 81<sup>st</sup> Street between Collins Avenue and Harding Avenue Existing Conditions

This section of 81<sup>st</sup> Street has two travel lanes (one in each direction, with on-street parallel parking on both sides. While most buildings meet the sidewalk at the property line, others are within five feet of the property line.



## 81<sup>st</sup> Street between Harding Avenue and Dickens Avenue Existing Conditions

This section of 81<sup>st</sup> 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.

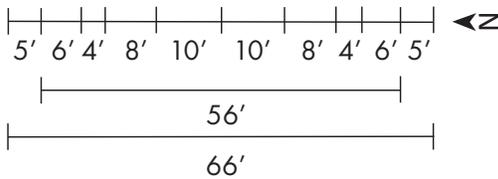
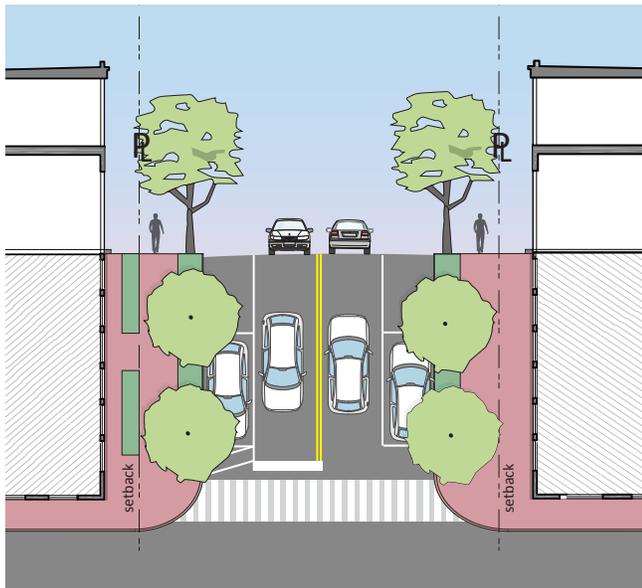


## Proposed Conditions

### Heavy Greenway = Traffic Diversion + Street Trees

In the context of 81<sup>st</sup> 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 81<sup>st</sup> Street intersection to lower the volume of traffic on 81<sup>st</sup> Street and limit the right turns from Tatum Waterway Drive onto Dickens Avenue and to 81<sup>st</sup> 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 81<sup>st</sup> Street and Abbot Avenue.
- Create a large bulb-out / traffic diverter on the northwest side of the intersection of 81<sup>st</sup> Street and Collins Avenue to divert cut-through traffic on 81<sup>st</sup> Street coming from Collins Avenue.



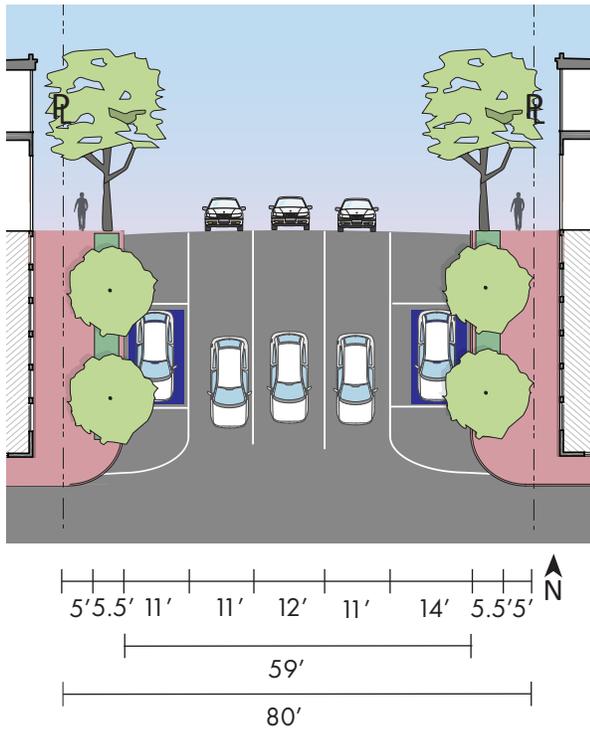
# Harding Avenue

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 71<sup>st</sup> Street, has two distinct conditions (shown below).

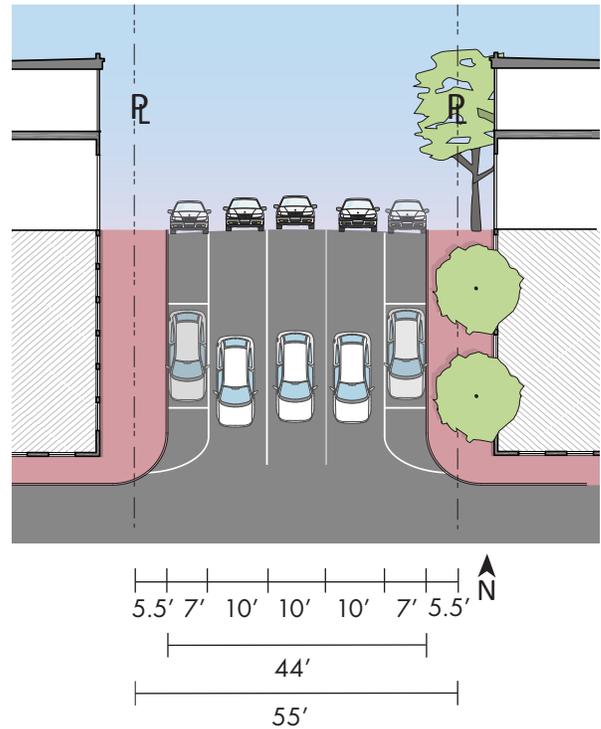
## Harding Avenue between 71<sup>st</sup> Street and 75<sup>th</sup> Street Existing Conditions

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.

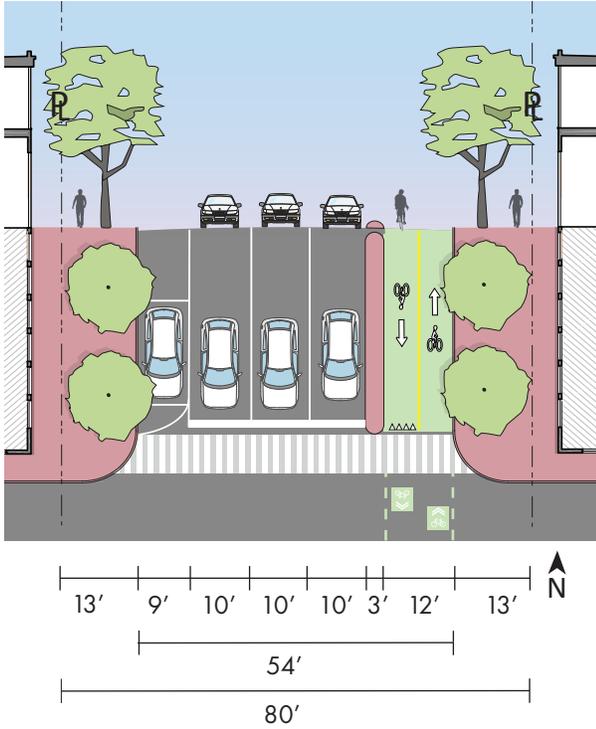


## Harding Avenue between 85<sup>th</sup> Street and 75<sup>th</sup> Street Existing Conditions

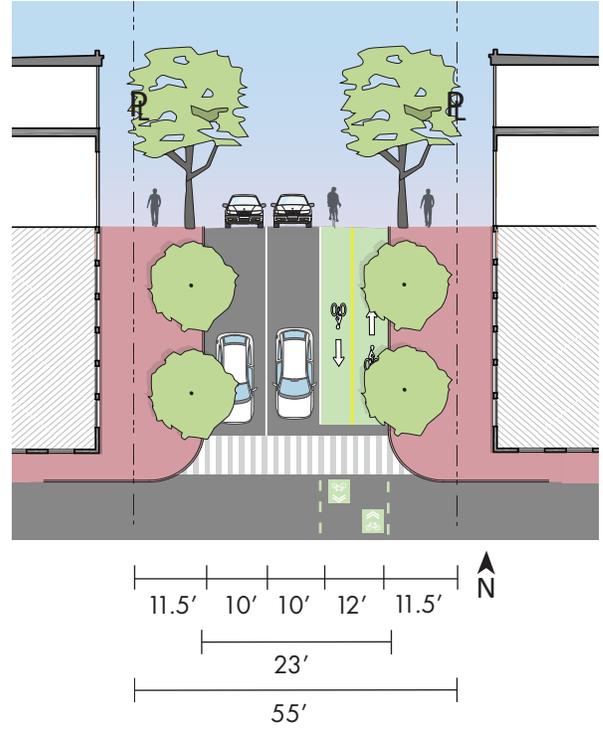
This portion of Harding Avenue is a narrower condition, but maintains three southbound lanes with on-street parking on both sides of the street. Occasionally trees are present within the setback.



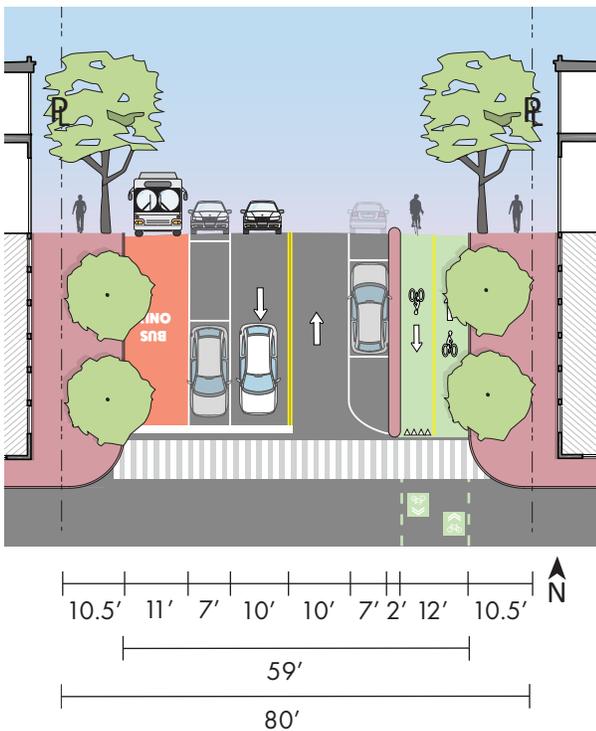
**Harding Avenue at 71<sup>st</sup> Street**  
**Proposed Protected Bike Lanes**  
**One-Way Travel**



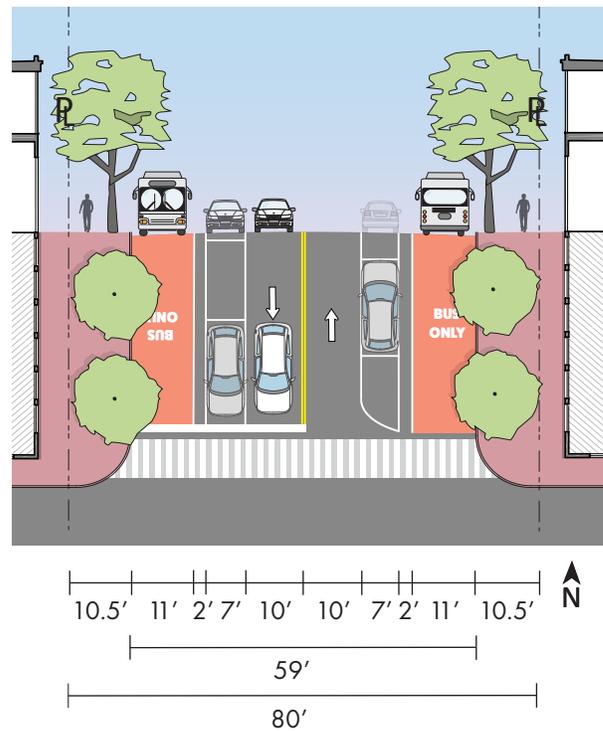
**Harding Avenue at 85<sup>th</sup> Street**  
**Proposed Protected Bike Lanes**  
**One-Way Travel**



**Harding Avenue at 71<sup>st</sup> Street**  
**Bike Lanes, South Bound Transit**  
**Two-Way Travel**

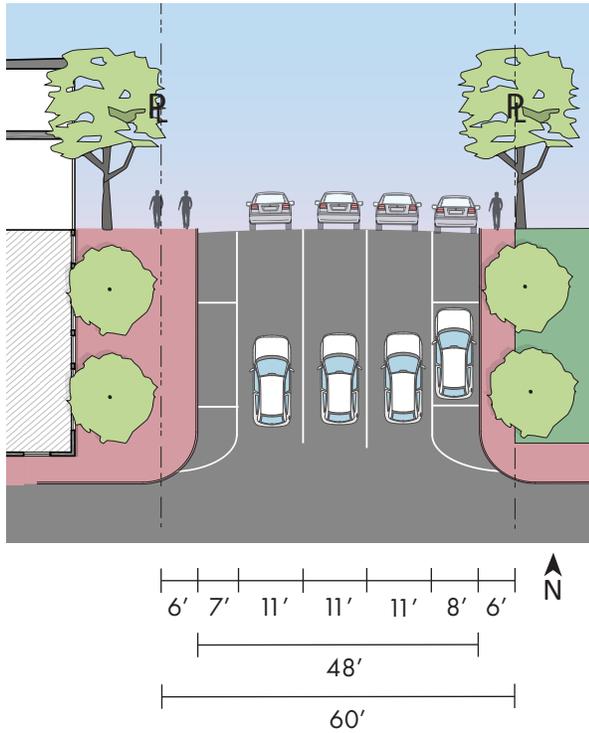


**Harding Avenue at 71<sup>st</sup> Street**  
**Exclusive Transit Lanes + Parking**  
**Two-Way Travel**

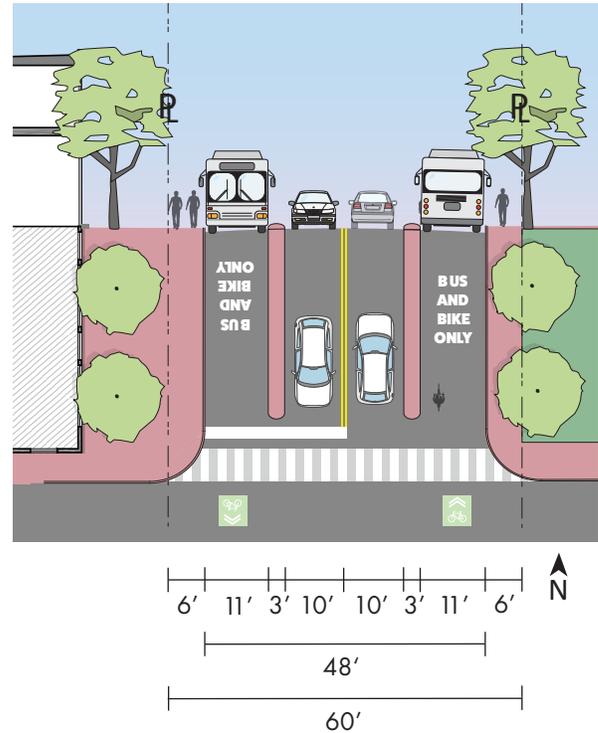


# Collins Avenue

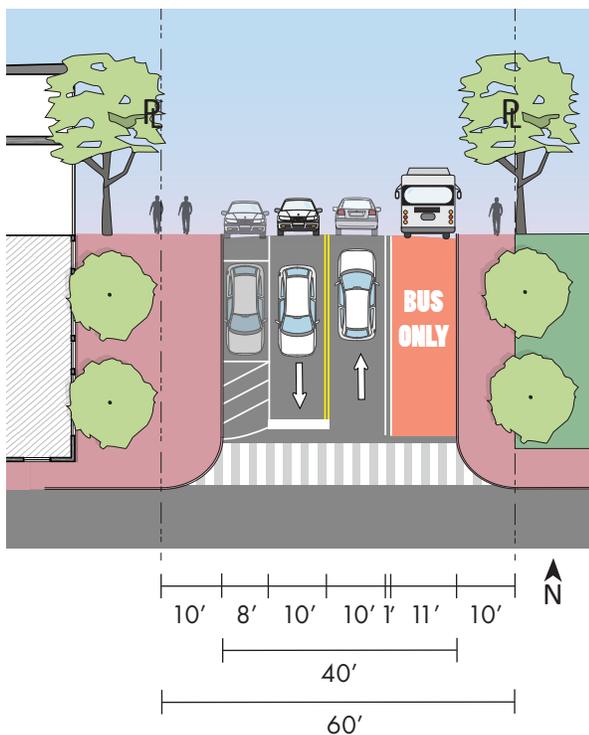
Collins Avenue at 85<sup>th</sup> Street  
Existing Conditions



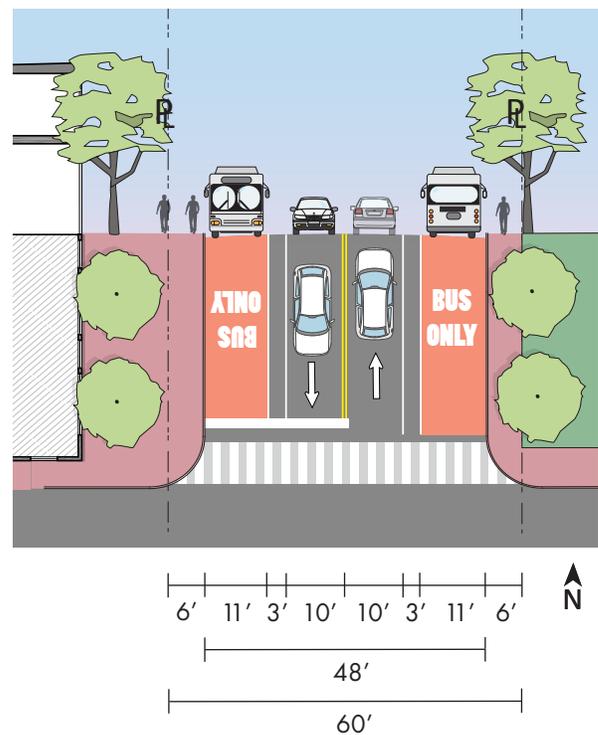
Collins Avenue at 71<sup>st</sup> Street  
Two-Way Travel & Dedicated Transit



Collins Avenue at 85<sup>th</sup> Street  
Two-Way Travel On- Street Parking  
Dedicated Transit



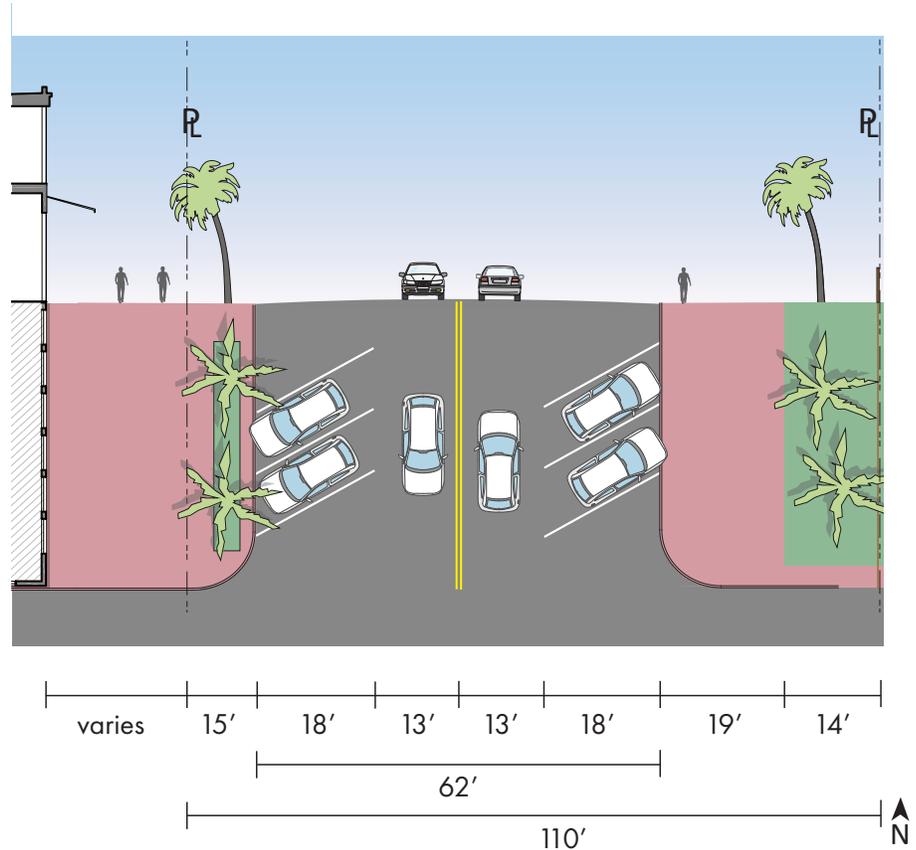
Collins Avenue at 71<sup>st</sup> Street  
Two Way Travel & Dedicated Transit



# Ocean Terrace

## Existing Conditions

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 to cross.

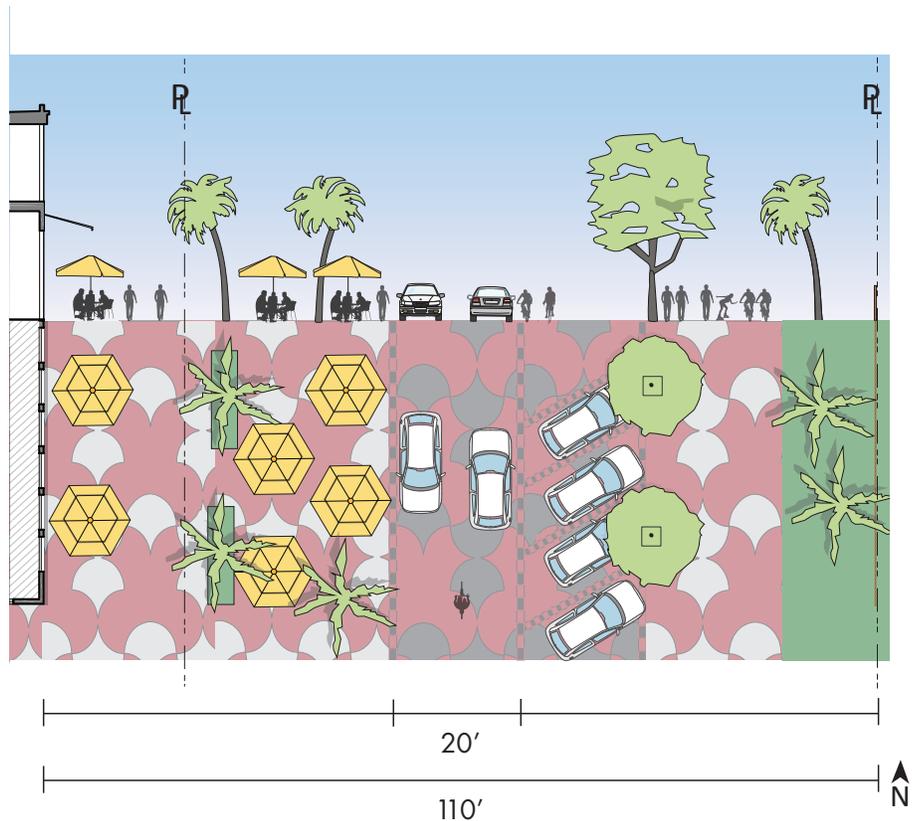


## Shared Space

Designed as a curbsless shared space, Ocean Terrace can become an elegant public space. 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.

Alternatively, participants in the plan creation process expressed an interest in an exclusively pedestrian space similar to Ocean Drive or Española Way but with a greater emphasis on trees and plantings, pedestrian amenities, and views of nature.

This approach must still maintain access to parking entrances located on Ocean Terrace, and either find an alternative location for removed parking or compensate for the loss of vehicular access by increasing access by bike, on foot, or from transit.



# 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 by using signage and modern smartphone 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 Isles, from the 79<sup>th</sup> 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. Some should be located within parking garages so as to promote shifting of transportation modes, while others should be located on sidewalks near retail, parks and public services in order to encourage more cyclists to visit the area.



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;
- Install electric charging stations
- 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

### 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

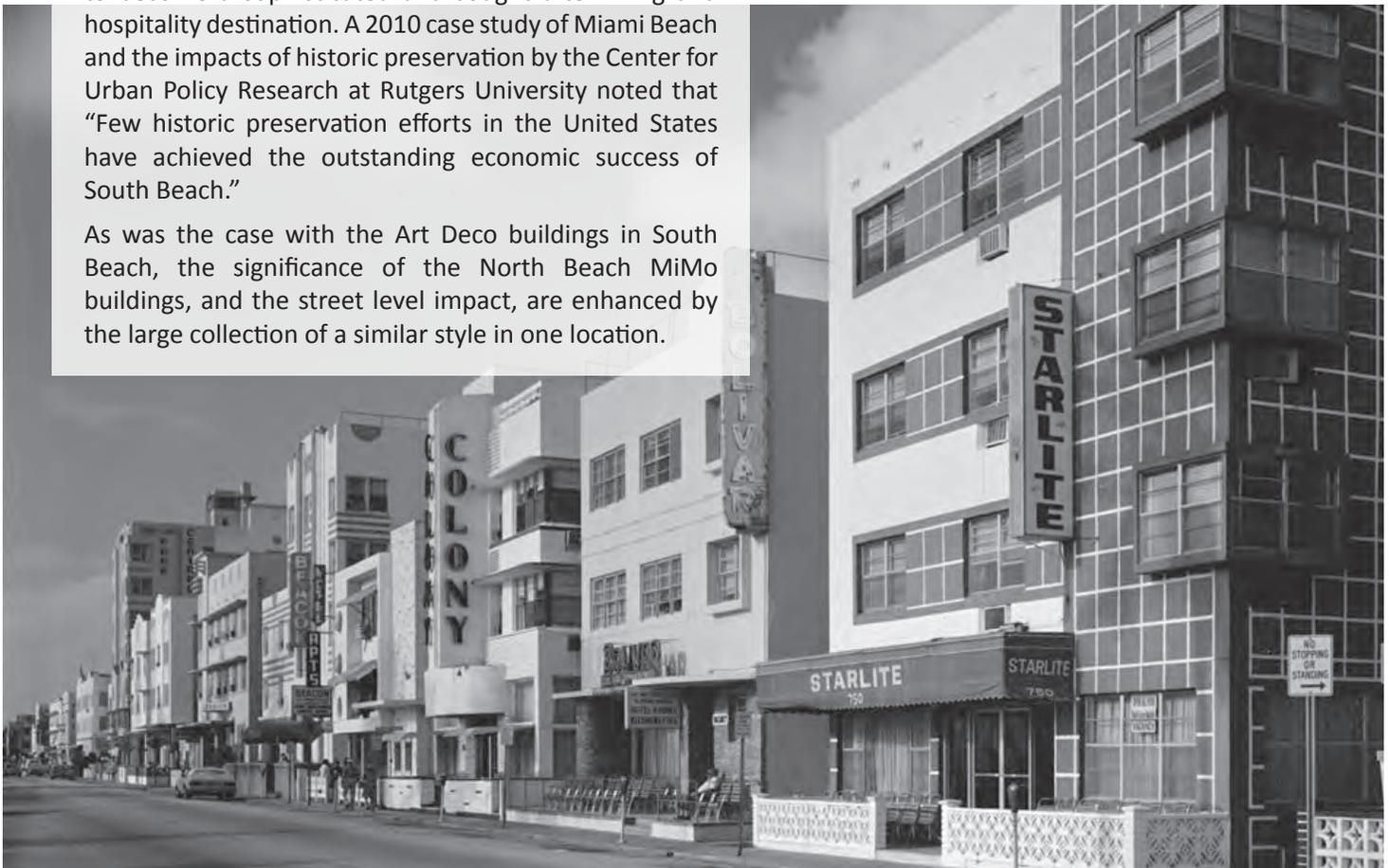
North Beach has a character and identity that is unique; both the people that live there and the structures they occupy are distinct. Without a vision for the future, the past can easily be erased, one building at a time. Strategies for achieving the desired physical and economic revitalization, through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





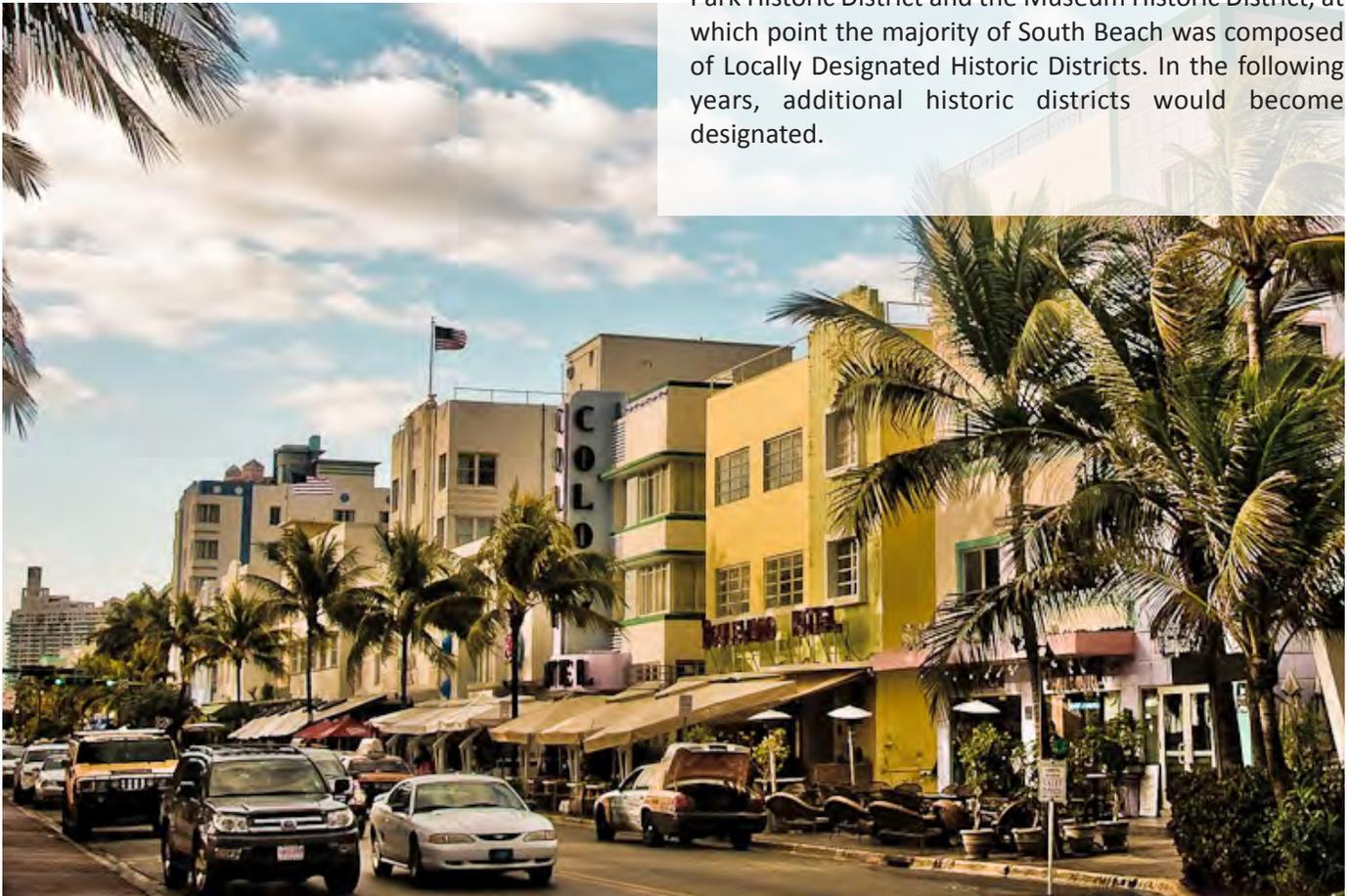
## Preservation and Economic Growth

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 Española 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.
- **Property Taxes:** Federal tax breaks of up to 20% of expenses are available for properties that are restored within national districts. Historic properties within a locally designated district can receive a Miami-Dade County property tax abatement of up to 10 years.
- **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.

	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

### 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.

### 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. Some alteration to historic structures has happened since then and the City should survey which of these structures deemed contributing should remain as such today.

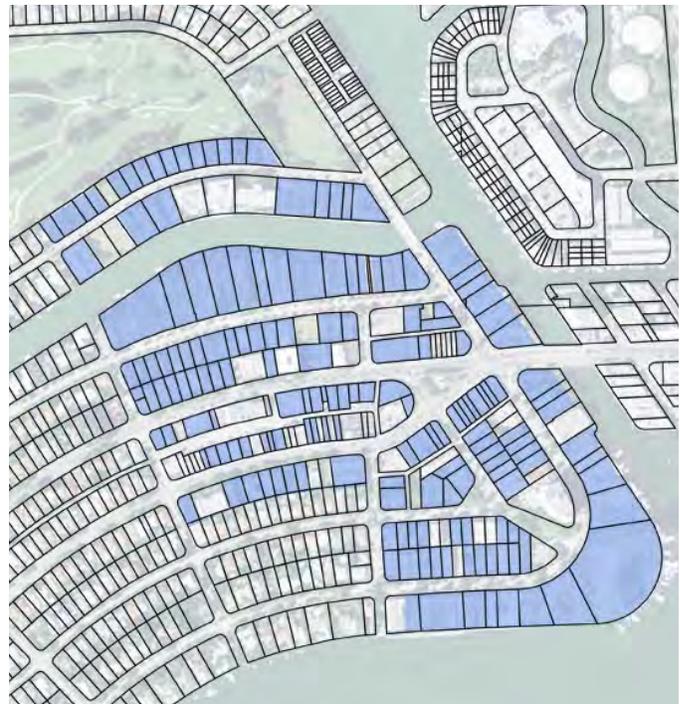
The Normandy Isles Historic District encompasses approximately 82 acres, 14 block areas with 237 buildings included within its boundaries. Of those 237 buildings, 201 are considered as contributing to the historic character of the district. The remaining 26 non-contributing structures are either less 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, modern apartment buildings, bungalow courts, postwar hotels, postwar motels, garden apartment buildings, modern 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 ensure 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 Miami-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 Modern, and MiMo.

**The North Beach Resort District**, which stretches along the east side of Collins Avenue, from 71<sup>st</sup> Street to 63<sup>rd</sup> 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, and the Sherry Frontenac. 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 in South Beach. The Gilbert M. Fein Historic Neighborhood Conservation District was 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. Because of its proximity to the bay, several properties around the area had already petitioned for up-zoning. These properties were threatened with being 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 over 70% of the property owners and the decision was made to pursue a Conservation District. As a Neighborhood Conservation District, the scale and character of the neighborhood could be used as criteria to evaluate 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

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 and 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 Española 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.** 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.

## Finalizing Boundaries

**The map on the opposite page shows recommended starting points for new local historic districts and neighborhood conservation districts.** 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 may be necessary to determine the exact boundaries of any new local historic districts and Neighborhood Conservation Districts.

## Historic Preservation Fund (HPF)

The City should consider the creation of a Historic Preservation Fund (HPF) that would enable owners of historically contributing properties, in the North Shore and Normandy Isles historic districts, to restore historic details on their property, or for implementation of sea level rise adaptation projects. Developers could pay a fee to the City in exchange for additional FAR or height on their proposed projects. The fees would go in to the HPF and eligible property owners could apply to receive grants from the fund.

In order to make this program successful the following steps should be taken:

- The City's planning, building and economic development departments should coordinate to fully flesh out how such a program could best be implemented.
- The City should consider additional FAR and/or height be used by developers to supply below market rate units.
- The City should create a selection committee that would review applications from property owners. This committee would be charged with reviewing improvement plans, before the use of funds are approved.
- The selection committee would make their recommendations to the City Commission, who in turn would approve or deny the application for funds.
- Property owners would be required to use all requested funds for historic preservation or adaptation to sea level rise and will be required to relinquish any unused FAR on the funded property.

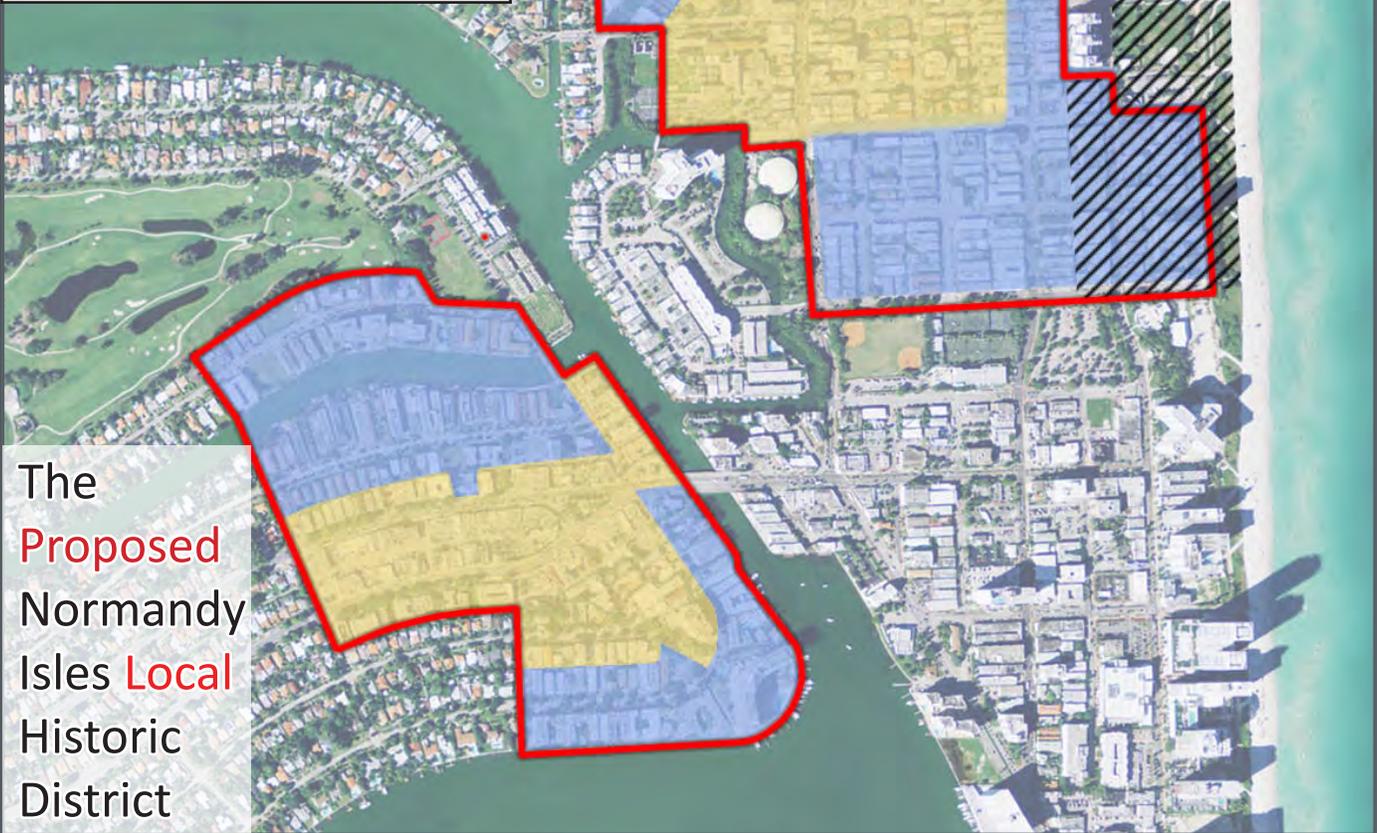
## TDR and HPF

The more tools North Beach has for preservation the better. The benefit of a TDR program is that it would enable an equitable transfer of FAR from contributing structures to the Town Center, the area where stakeholders agree additional new construction should happen. The advantage to the HPF may be that it is simpler to administer than a TDR program. Added to the creation of local historic districts, these three options should help to preserve North Beach.

## 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 and Harding Townsite Local Historic District

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



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

## Transfer of Development Rights (TDR)

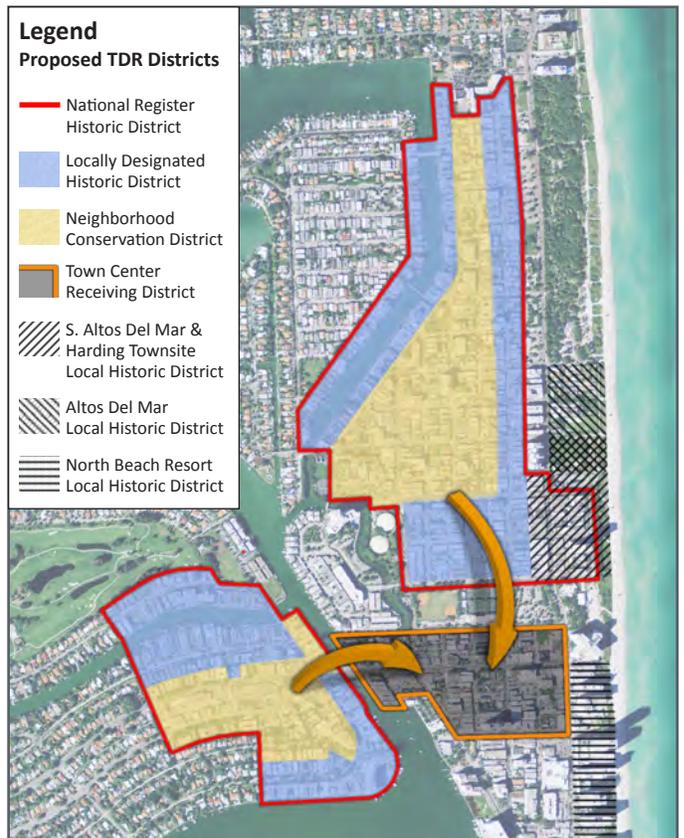
There has been substantial discussion and support for increasing development intensity in the Town Center along 71<sup>st</sup> Street provided the measure was coupled with local historic protection of the National Register Historic Districts through the creation of a Transfer of Development Rights (TDR)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

A TDR program tends to be composed of sending and receiving districts. Development rights are transferred from the sending to the receiving district. 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 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 could 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.

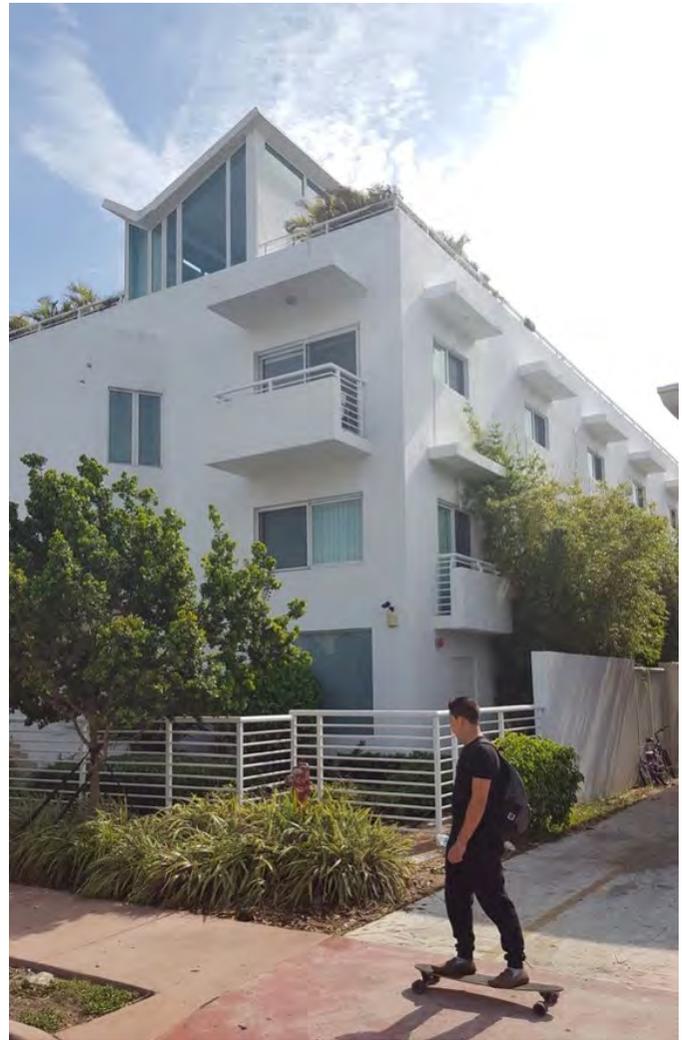
## New Construction in Historic Districts

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. Sea level rise should be taken in to account in determining how new construction is regulated in historic districts.

### Regulate new construction in the Historic Districts

It is recommended that Miami Beach Ordinance Section 142-155 (a) (Development Regulations and area requirements) 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.



This infill building in the Flamingo Park Historic District replaced a two-story structure. While some elements of the architecture were context-sensitive, others, such as the change in orientation from facing the street to placing the building's side toward the street, were argued to be at odds with the historic context. Despite the controversy about the design, the new building shows that new construction is possible within Local Historic Districts.



New construction, at 9<sup>th</sup> 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.

As much as possible, MiMo should be promoted, as Art Deco has been on South Beach, by creating signage, tours and even a welcome center that would inform visitors about the history and architectural style of the area.



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 75<sup>th</sup> Street and Collins Avenue is characteristic of the MiMo style



An example of a garden style MiMo multi-family building located at 6490 Collins Avenue

# Adaptive Reuse and New Construction

## Building in North Beach Now

During the Plan NoBe Charrette, a number of developers and property owners 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

### 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 and the property was eventually sold to a new owner in January 2016.

However, the story of 8521 Harding is not a success story. The historic structures were demolished and have since become vacant lots. Without historic protection controls North Beach continues to lose architectural assets.



8521 Harding Ave

## 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. Understanding lessons learned from both successful and unsuccessful development projects could give new investors 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.

In this new era of climate change, resilient design must be part of every new project, both private-sector and public, and a Property Development Workshop could also help educate residents and investors on the latest adaptation strategies.

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, resilience 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.

# Workforce/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 71<sup>st</sup> Street and north of 87<sup>th</sup> 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 Workforce/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 (HACMB) 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.

The City of Miami Beach is also actively pursuing the construction of workforce housing. The Mayor and Commission established workforce housing income levels as 120 to 140% of Area Median Income (AMI) with a preference for educators, public safety personnel and municipal workers via Resolution 2014-28794. This preference was approved in conjunction with the City's efforts to develop the Barclay Plaza Apartments in South Beach as dedicated workforce housing site.



Rendering of the HACMB Leonard Turkel property in South Beach

### 1. *The Housing Authority of the City of Miami Beach (HACMB), 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 income level 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.

### 2. *HACMB owns several properties on North Beach, but does not have financing to develop them.*

HACMB should seek out partnerships with private developers in order to continue providing quality affordable housing.

### 3. *Encourage Non-Profit Housing Developers to Operate in the City of Miami Beach*

The City should coordinate with regional Non-Profit housing providers to determine the possibility for the development of affordable and mixed-income housing.

### 4. *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.

##### **5. 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. Miami-Dade County is currently considering an ordinance that would mandate such practices for developments of a certain size with incentives to include increased density and/or alternate building sites options. The County is looking to require 10% of units to be sold at below market rates. This does not ensure that those units will be attainable for existing residents earning between 50-140% of AMI. Other communities around the country have pursued more aggressive rates. The Denver Housing Authority, for instance, is requiring that 30% of new construction projects target, 30% Below Market and 30% Low to Moderate Income homebuyers.

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 the only feasible way to produce the large amount of housing needed.

Additionally the City could require major employers and/or developers to pay an equivalency or linkage fee that would help subsidize housing development for their employees.

##### **6. 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



Affordable housing developer project in Wynwood

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.

Some micro units are being designed as co-living spaces, where amenities, such as a living room or kitchen are shared by several tenants. The City should take care to ensure that these types of units are carefully regulated so that they do not become sub-standard housing.

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.

**7. Appoint more North Beach residents to the City's Affordable Housing Advisory Committee or consider creating an Affordable Housing task force for North Beach residents to advocate for affordable housing to target existing low and moderate income homebuyers.**

Many cities around the country grapple with how to regulate the amount of affordable housing that should be created in new developments. This involves

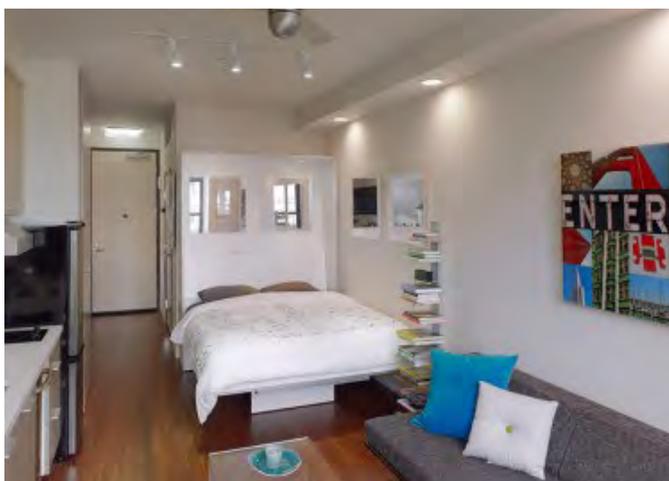
looking at existing rents and may require a group of local stakeholders to work in unison with the City administration and the development community to strike the right balance of development incentives, subsidies and regulatory mechanisms.

The City of Miami Beach already has an Affordable Housing Advisory Committee which is mandated for municipalities receiving State Housing Initiative Program (SHIP) funds. The City should consider adding additional North Beach stakeholders to that committee, consider changing its structure to better address neighborhood specific concerns or create a North Beach affordable housing advisory group that could report to AHAC.

These measures could ensure that as new market rate units are built, below market rate units are also. Likewise, it should aim to preserve as many low and moderate income households in existing below market rate units.

**8. Understand that short-term, vacation rentals may exasperate the affordable housing situation.**

On Miami Beach the high nightly rates of short-term rentals as advertised on services like AirBnB have given property owners a lucrative, though typically illegal, alternative to traditional rental arrangements. Anecdotally, former tenants of Miami Beach have reported being evicted in favor of nightly, weekly, and monthly rentals to vacationers. Homes bought for the sole purpose of generating income have limited the local inventory of affordable rentals and inflated real estate markets in major cities around the country. Municipalities also depend on the taxes placed on hotels which often fund infrastructure in high tourism zones and short-term rentals do not pay the same rate of taxes as hotels. Creating regulated hotels out of short-term rental properties is beneficial to both renters and city tourism.



Typical micro-unit interior layout



London House, at 1975-1965 Washington Avenue is a workforce housing project being developed by the Miami Beach Housing Authority.

# 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 71<sup>st</sup> 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 Isles
- h** Normandy Drive and 71<sup>st</sup> 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 71<sup>st</sup> Street side. The fountain is currently framed by vehicular right of ways including Rue Vendome on the west, 71<sup>st</sup> Street to the south, Normandy Drive on the north, and a turn around at the east end of the fountain.



## PHASE 1

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



## 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 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 Isles. 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. New buildings should be built to the City's recently approved LEED standards (more detail about LEED is available in the Build to Last section of this chapter). 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 73<sup>RD</sup> STREET & 75<sup>TH</sup> STREET

The two blocks of Collins Avenue between 73<sup>rd</sup> and 75<sup>th</sup> Streets serves as an example of what could happen in a BID. This strip of roadway has neighborhood serving retail including restaurants, convenience stores, bars, a bike/skate shop, a Kosher deli, pharmacies, a bank, and nail and hair salons. It has 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 championing and implementing.

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 or a Historic Preservation Fund.
- 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 about how to build profitably in accordance with both the wishes of residents and the realities of climate change.
- 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 HACMB.
- Consider Funding Affordable Housing Construction by Affordable Housing Developer.
- Implement inclusionary housing zoning programs.
- Consider reducing the minimum size of apartments when tied to affordable housing provisions.
- Encourage regional non-profit housing developers to operate in the City of Miami Beach.

### 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 71<sup>st</sup> 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.

# 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 green spaces. The ones that have not been improved should be 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 72<sup>nd</sup> 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** 81<sup>st</sup> 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** 72<sup>nd</sup> 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



# 72<sup>nd</sup> Street Parking Lot

In its current formation, the 72<sup>nd</sup> Street parking lot contains 320 parking spaces, one of the largest surface parking lots in Miami Beach. Two entrances are on 72<sup>nd</sup> and 73<sup>rd</sup> 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 72<sup>nd</sup> 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 73<sup>rd</sup> 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 75<sup>th</sup> Street and Collins Avenue) or community center.

Currently, pedestrian activity along Collins Avenue is interrupted by a lack of active uses or buildings between 72<sup>nd</sup> Street and 73<sup>rd</sup> Street. Given the proximity to the beach and the town center main street on 71<sup>st</sup> Street, the corner of 72<sup>nd</sup> 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



## 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 72<sup>nd</sup> 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.

A bus transfer station could also be created using a small footprint within the parking lot. Such a facility could further encourage the use of mass transit over cars.



## 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.



Long-term possibilities

## West Lots

The West Lots consist of eight half blocks fronting Collins Avenue across from North Shore Open Space Park, from 79<sup>th</sup> Street to 87<sup>th</sup> Street. These blocks provide parking for 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 and reduce heat island effect.

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 in 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 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 & Botanical Gardens
- Hold for Future Use
- Recreate the House of Refuge
- Preserve the Log Cabin
- Community Gardens



**DRAFT**



Some of the uses proposed for West Lots and described in greater detail below could be located within the West Lots while others may be more appropriately located closer to the Town Center, along 71<sup>st</sup> 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.

### Immediate Improvements

The West Lots are likely to be developed as part of a specific master plan, however, in the short-term improvements could be made to improve the visitor experience including refreshment sales from the Log Cabin structure between 81st and 82nd streets, the dedication of an area for a teen center, and the installation of temporary community gardens. Improvements to the lot’s current parking function could include additional landscaping, repaving, restriping, and cosmetic improvements.

### 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), medical uses, and a teen center. 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 71<sup>st</sup> 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.

#### Legend

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



## 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, 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. The pool illustrated here is just an example of what could be sited here.



## 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 retail space.

A height of up to seven stories could be considered an adequate height to develop an appropriate 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

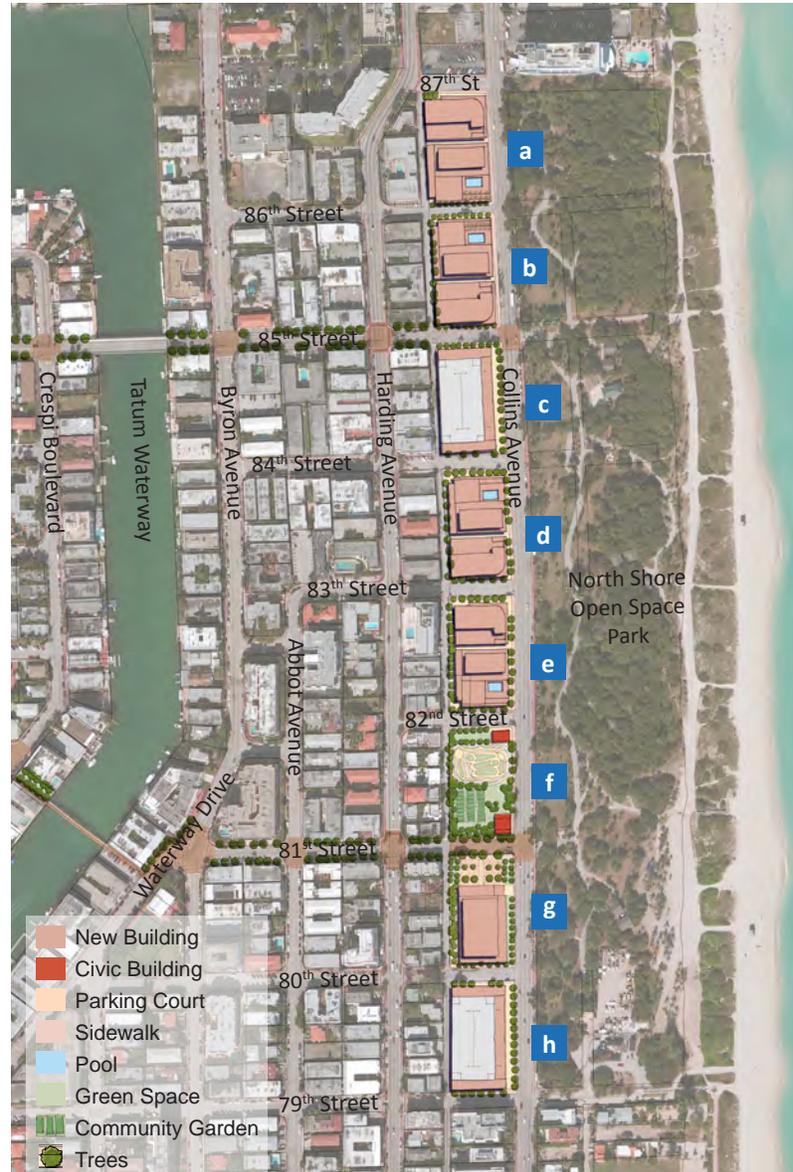
The future composition of the West Lots can take on numerous forms. The following are two potential scenarios for a mix of development.

### SCENARIO 1: 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, Soccer Field, All-Wheels Park Center (1 story)
- g** Civic, Teen Center (3 stories)
- h** Public Parking, Cafes & Retail (3 stories)



## SCENARIO 2: PRIMARILY PUBLIC USES

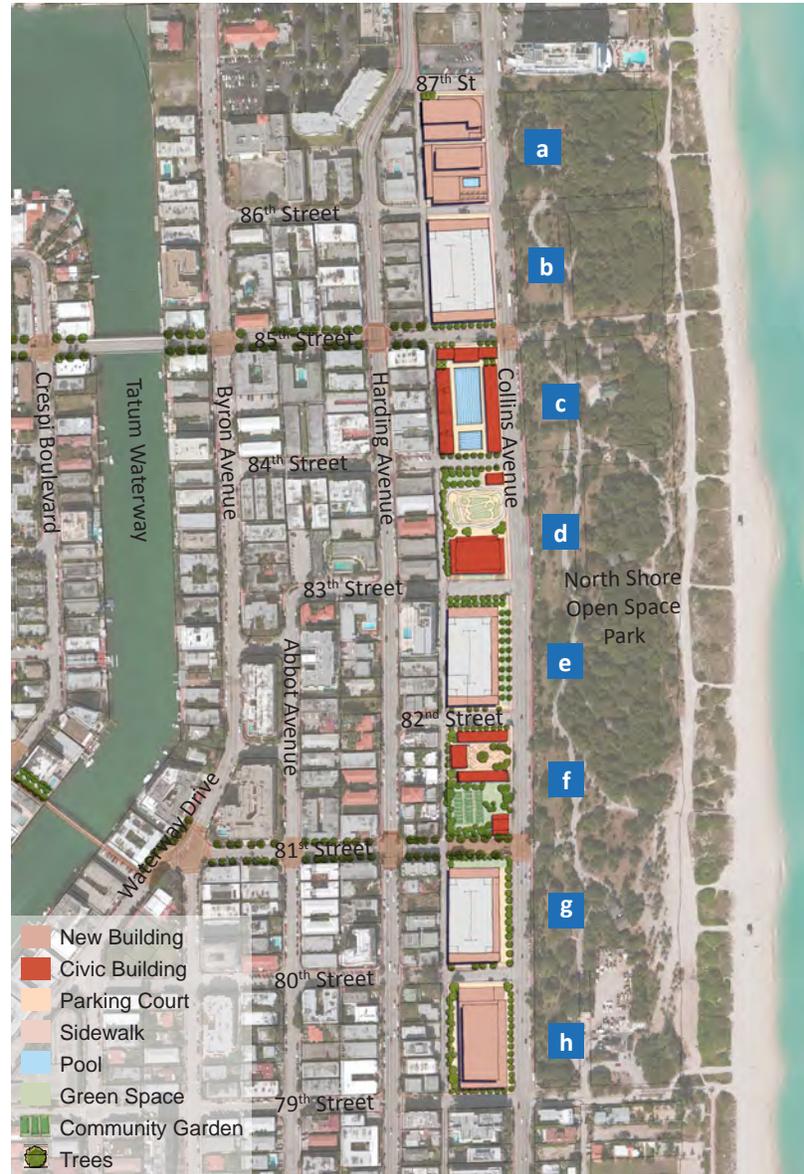
The West Lots could host a number of civic uses. Although North Shore Open Space Park is located across Collins Avenue from the West Lots, it serves primarily passive uses. The West Lots could be used for more active recreation and structured parking uses.

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, 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)



# North Shore Branch Library

One of the key recommendations made by North Beach stakeholders who participated in the Mayor’s Blue Ribbon Panel on North Beach in 2014 and 2015 was to “Relocate the library from its current location at 7501 Collins Avenue, to a more centrally-located and modern site in the Town Center” (cited from North Beach Revitalization Summary Report, November 20, 2014).

A couple of questions arise: Where should the library be relocated? What should happen with the current library site?

## Relocating the Library

The North Shore library’s proximity to the beach makes this public asset unique, as it is the only facility of its type located in such a desirable location, steps from the beach. However, one of the complaints about the current library facility is that it is outdated and does not meet the functions or have the selection of books that one finds at larger regional facilities like the Miami Beach Regional Library in South Beach.

Town centers should host City offices, banks, post offices, and other public services. These types of institutions, both public and private, give a “center” its primacy. North Beach’s post office is currently located on 71<sup>st</sup> Street across from the Byron Carlyle Theater. If the Byron Carlyle Theater is one day to be redesigned, one of its potential new uses could be the creation of a ‘21<sup>st</sup> Century library’ that could consist of a media center and community space that would provide Wifi access and computers that could be used by local residents to access the Miami-Dade County Library System’s Online database.

## Re-purposing the Current Library Site

It is important to note that the library site is a public facility owned by the City and that a portion of the current library is situated east of the Coastal Construction Line. This line makes it difficult for any buildings larger than the current footprint to be built. Any new uses would likely be smaller in size. New buildings east of the Coastal Construction Line are intended to have a lighter environmental footprint than what they replace.

New public uses could include outdoor dining under a public pavilion. South Point Park in South Beach includes a popular coffee and non-alcoholic frozen drink concession alongside a space that can be rented by members of the public for events. Similar low impact, community-serving, City-owned opportunities should be investigated.

Another public use to explore is an Ocean Rescue Station. The City of Miami Beach Ocean Rescue Division provides for the safe swimming and beach protection to all Miami Beach residents, visitors and tourists in designated areas.

The plan recommends establishing an advisory group which would include neighbors and stakeholders to explore the possibilities for relocating the Library to the Town Center and re-purposing its current location for either public concessions, Ocean Rescue, a combination of the two, or some other appropriate use.



North Beach stakeholders would like to see the North Shore Library located at 7501 Collins Avenue relocated closer to the Town Center.

## Recommendations

### West Lots

- Make immediate landscape and streetscape improvements on the West Lots. Consider allowing food concessions from the Log Cabin or elsewhere.
- Issue a Request for Proposals to assess what the private market would be willing to build in the West Lots in accordance with plan principals.

### North Shore Library

- Establish an advisory group that includes neighbors and stakeholders to explore the possibilities for relocating the Library and re-purposing its current location.

# 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.

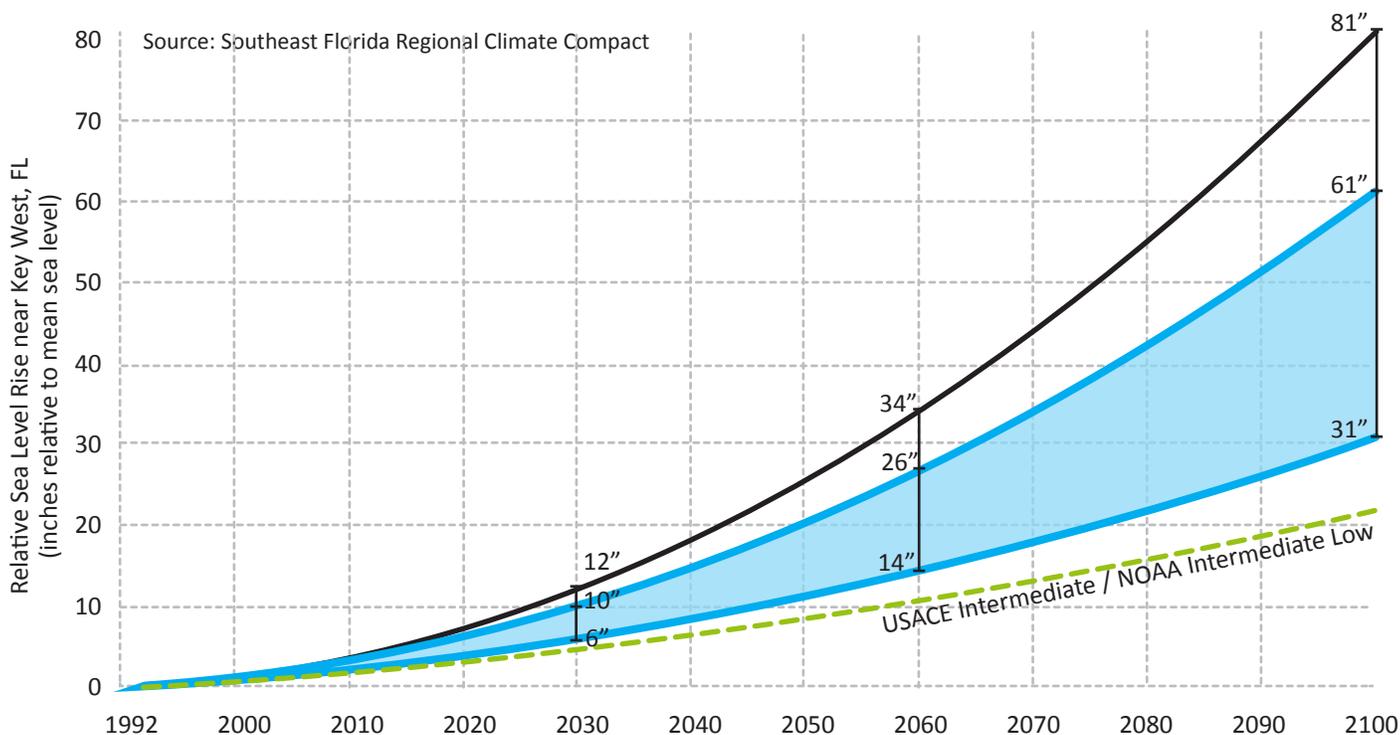
The chart below illustrates the projections of three different institutions who measure and project sea level rise. The most conservative projection comes from the Intergovernmental Panel on Climate Change (IPCC). According to the IPCC seas will rise six inches from current levels by 2030 and 31 inches 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 in the City's lowest neighborhoods are raising streets by 2 to 3 feet, and private properties are typically building to an elevation 1 to 5 feet above Base Flood Elevation.

Projections change. For the most up-to-date projections refer to the latest South Florida Climate Change Compact Sea Level Rise Projections.

**Unified Sea Level Rise Projections**

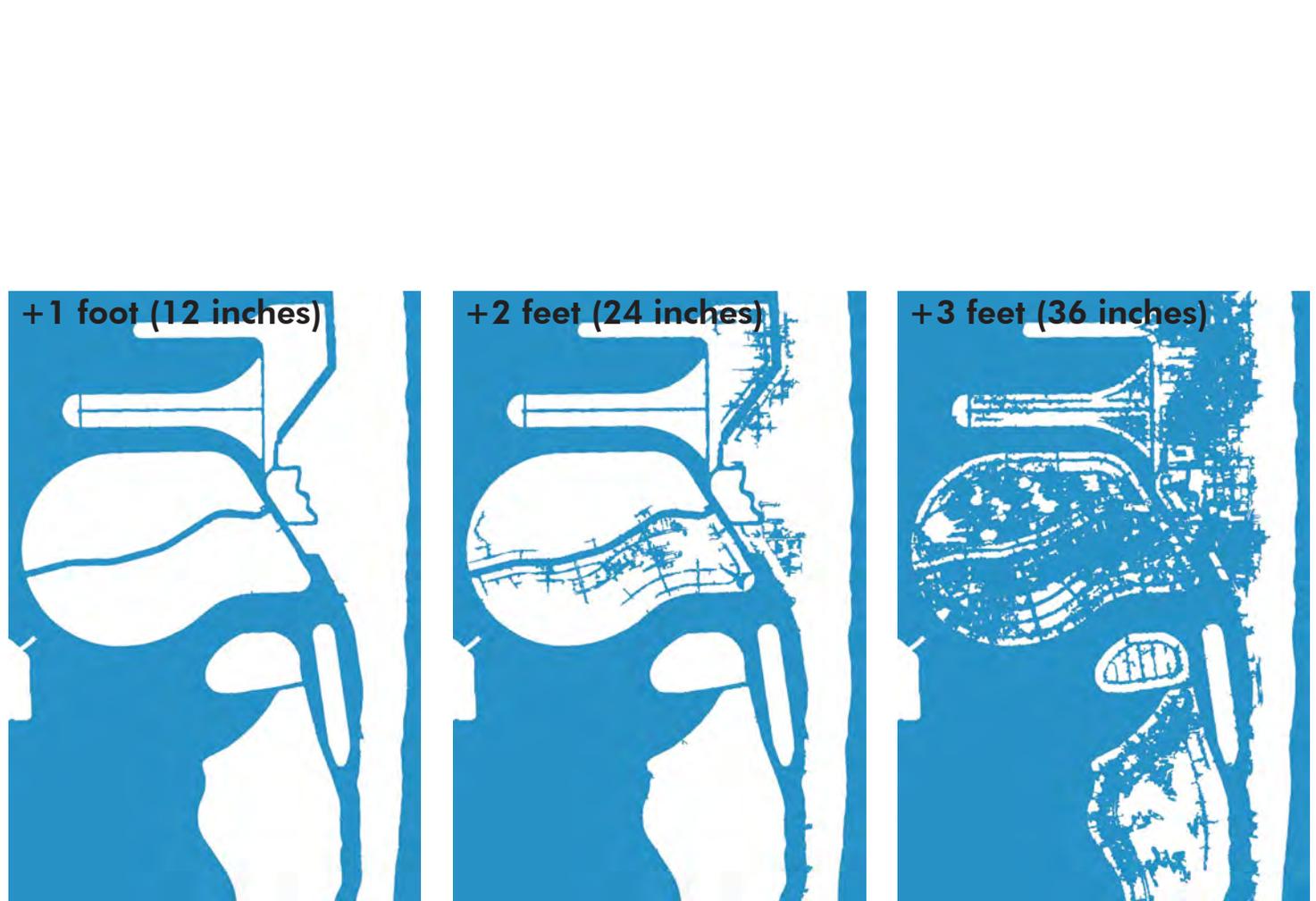
Year	IPCC AR5 Median (inches)	USACE High (Inches)	NOAA High (inches)
2030	6	10	12
2060	14	26	34
2100	31	61	81



## 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.



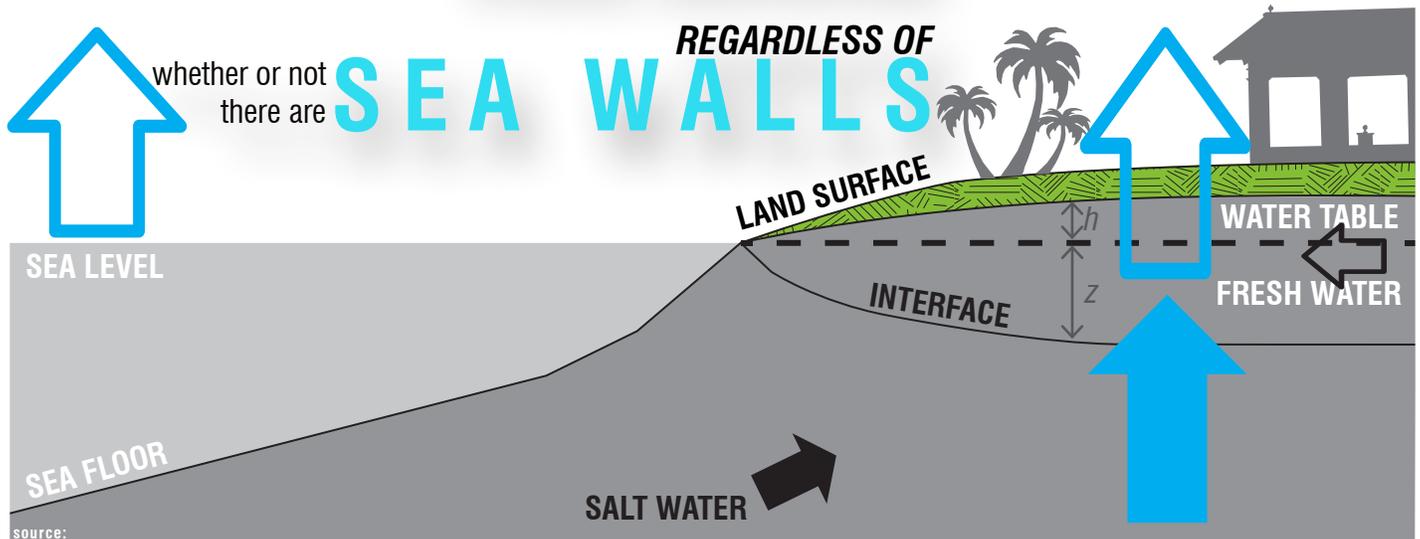
## Up Under Our Feet

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

Urban Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. 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. The most destructive hurricane in United States history at the time 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.



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.

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

The adoption of the Stormwater Management Master Plan (SWMMP) is also a milestone of Resiliency. The SWMMP is the first municipal plan of its kind to take into account Sea Level Rise.

## 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, historic districts that provide a human-scaled environment, a sense of uniqueness, and 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 Issues to Adapt to...

There are many challenges 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 (or at least mitigate) 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 backflow valves and other infrastructure have been installed to mitigate tidal 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 National Hurricane Center.

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.

### Other Issues

Miami Beach has other issues to contend with associated with climate change including decreasing the “heat island effect”, the modification of land surfaces that result in urban areas that are significantly warmer than its surrounding rural areas; retaining and creating animal habitat (especially for endangered species); creating “microgrids” of alternative energy with solar and wind in order to provide secondary energy systems after storms; and retaining and reusing water, especially as salinity levels increase in Southeast Florida aquifers due to rising seas.



## Sea Level Rise

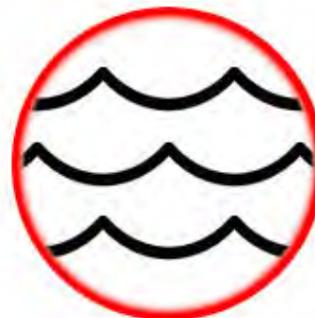
Sea levels are rising globally and are projected to continue to rise at an increasing rate for the foreseeable future. Low-lying coastal communities like Miami Beach, which currently experience occasional isolated flooding, are likely to experience increased flooding frequency and severity. Mitigation for this growing threat requires a City-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

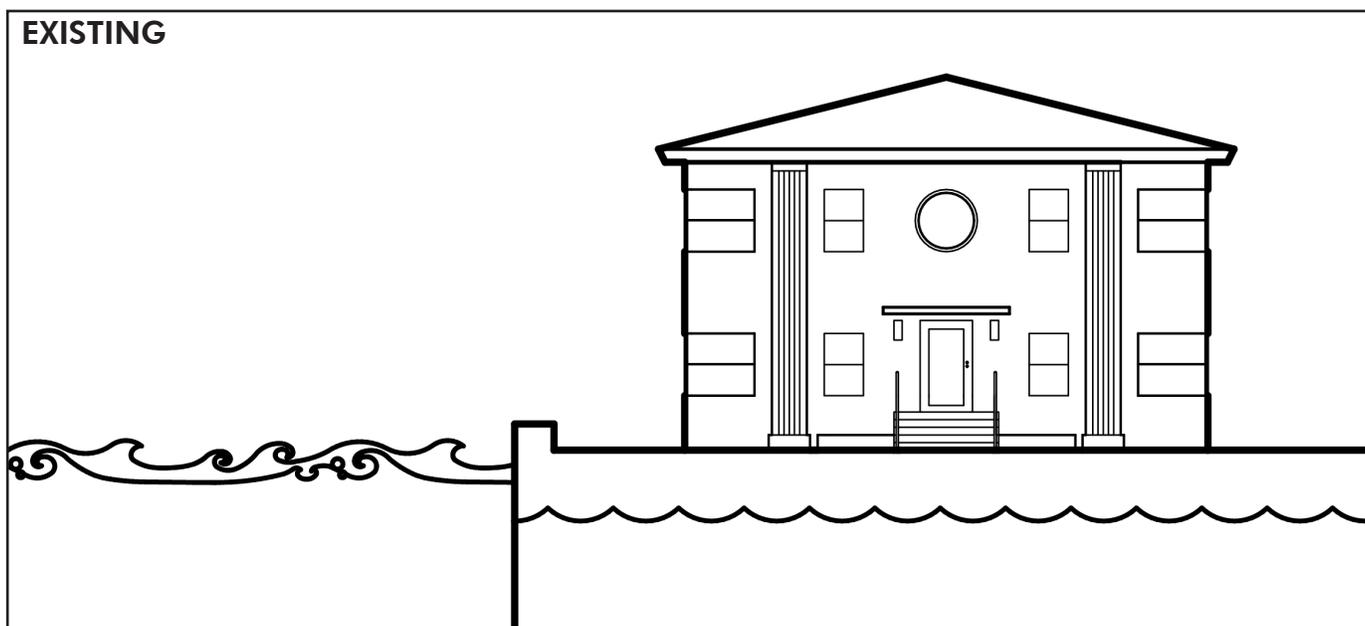


### City of Miami Beach Resiliency Plan Initial Recommendations (Approved)

	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

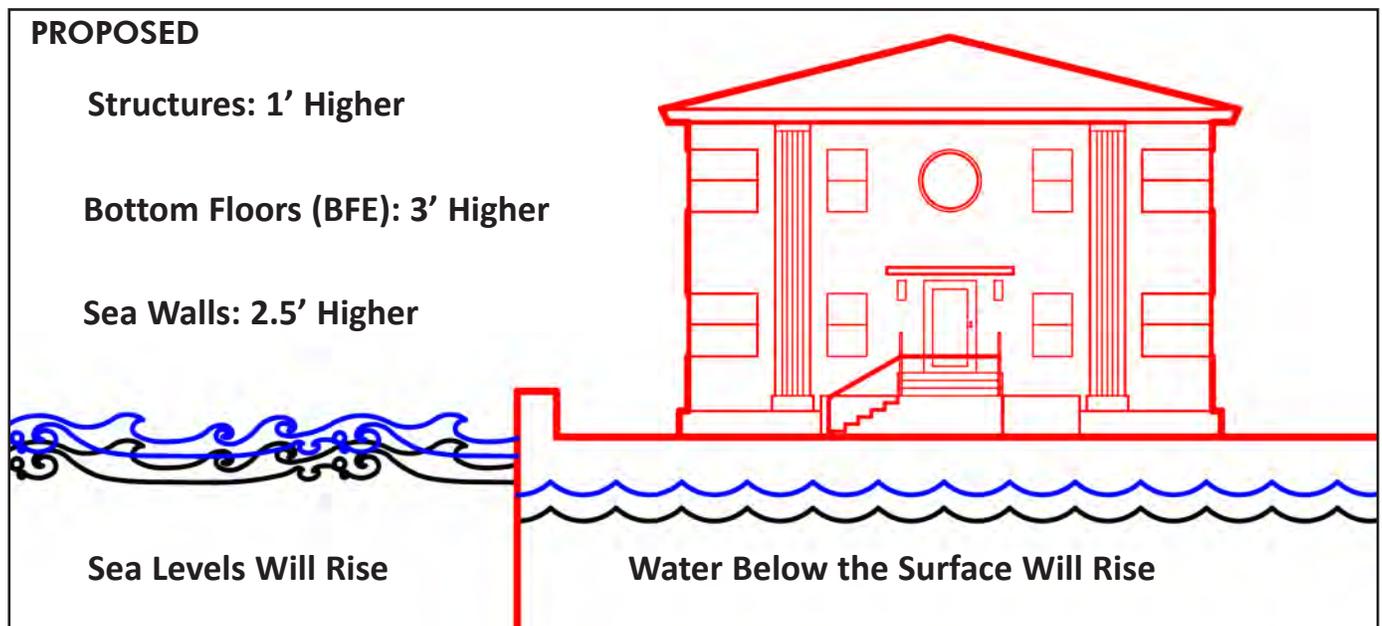
## Sea Walls

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.



## Existing Structures

### Raising Existing Structures

Existing buildings in the City may remain in place at the elevation they are located. However, substantial modification of buildings will require that structures be raised by 1 to 3 feet above Base Flood Elevation (6.44 ft NAVD, 8 ft NGVD). The point of “substantial modification” is reached when 50% of the value of the structure is modified, or if the building is destroyed by a natural disaster.

The cost of raising buildings could be very expensive and may only make sense at the point where a total rehabilitation of that structure is carried out, as in the case of a purely rental building becoming a condominium with multiple owners.

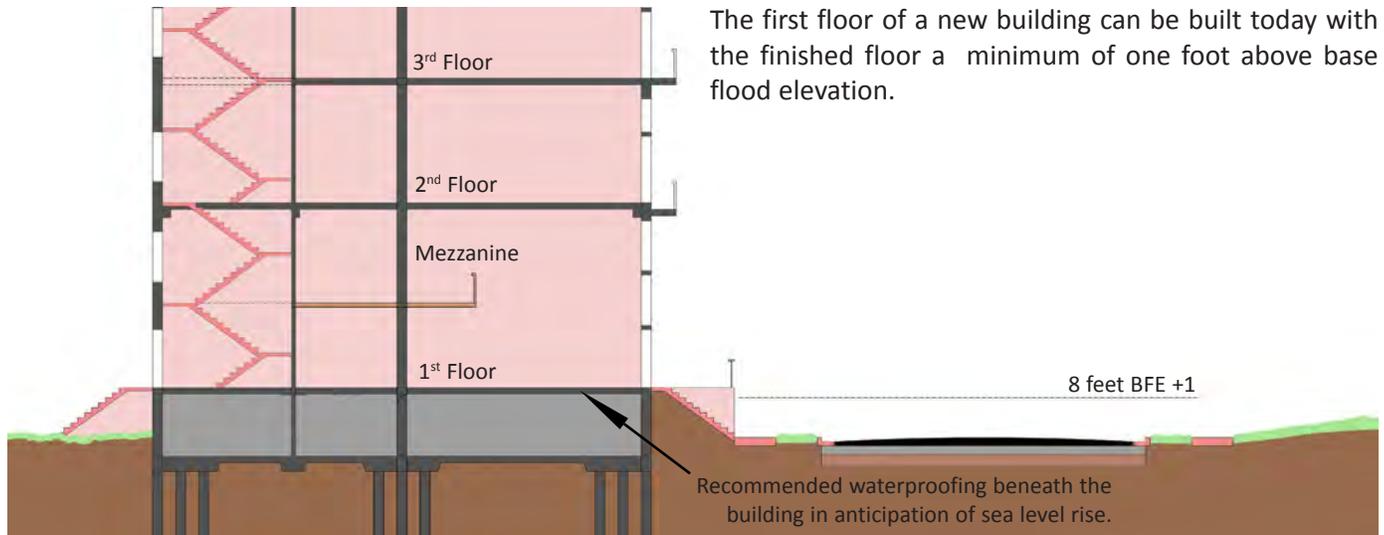
## New Structures

### Imagining Buildings That Can Last

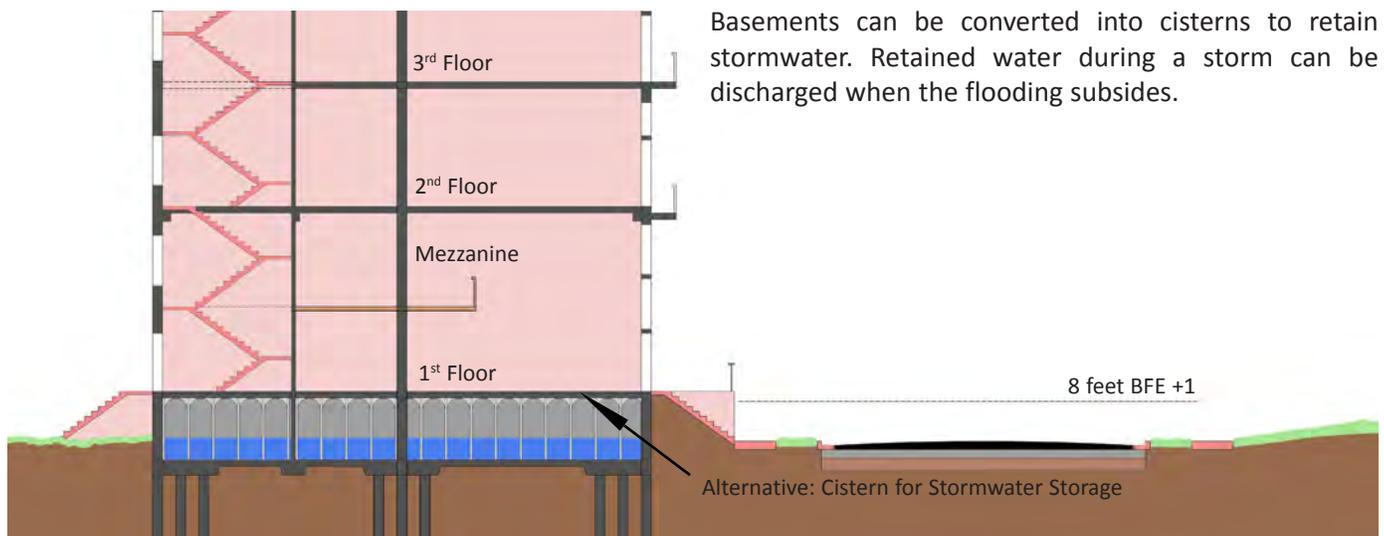
Discussions with the development community as part of the plan-creation often involved “thought exercises” about how buildings could be constructed to withstand sea level rise.

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

### Today (2016)



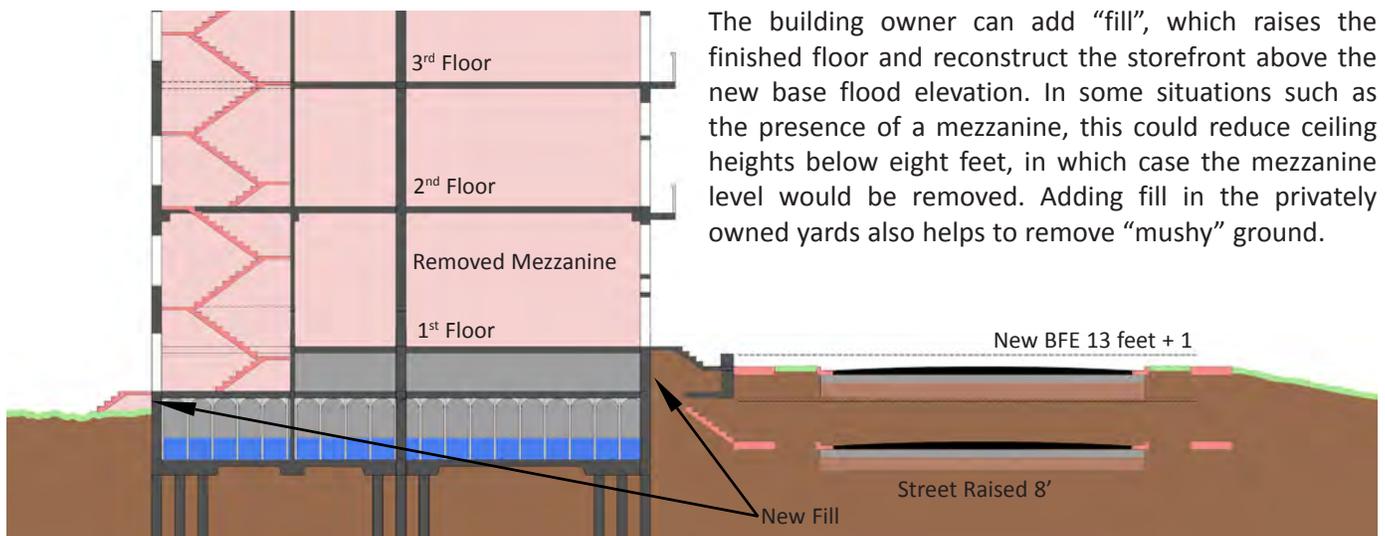
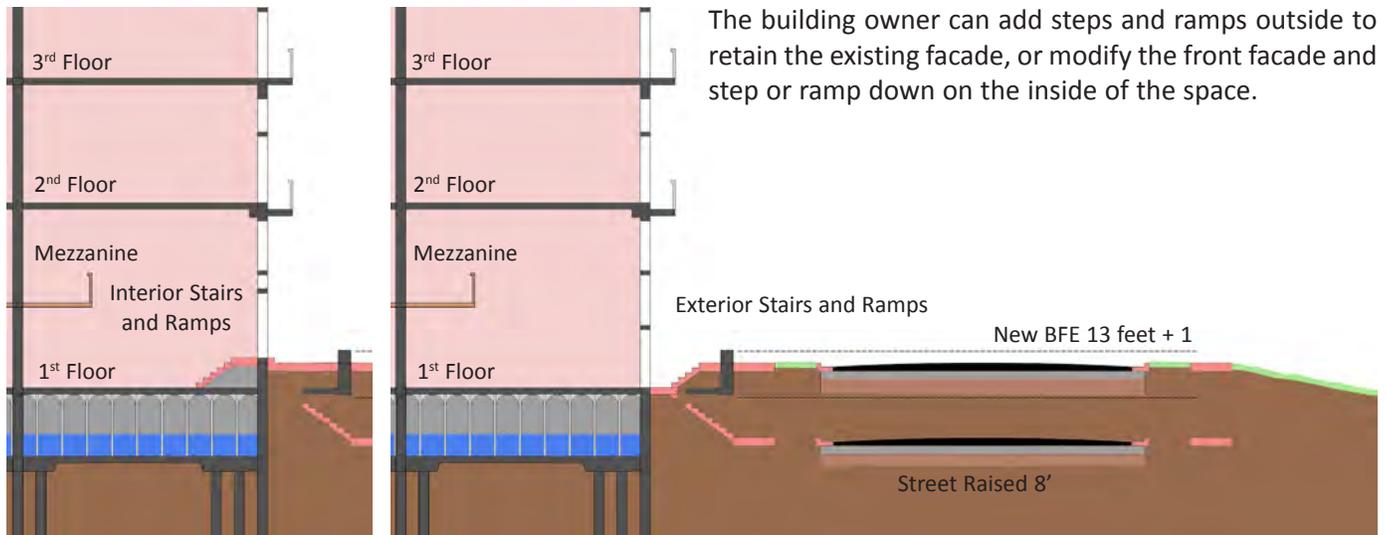
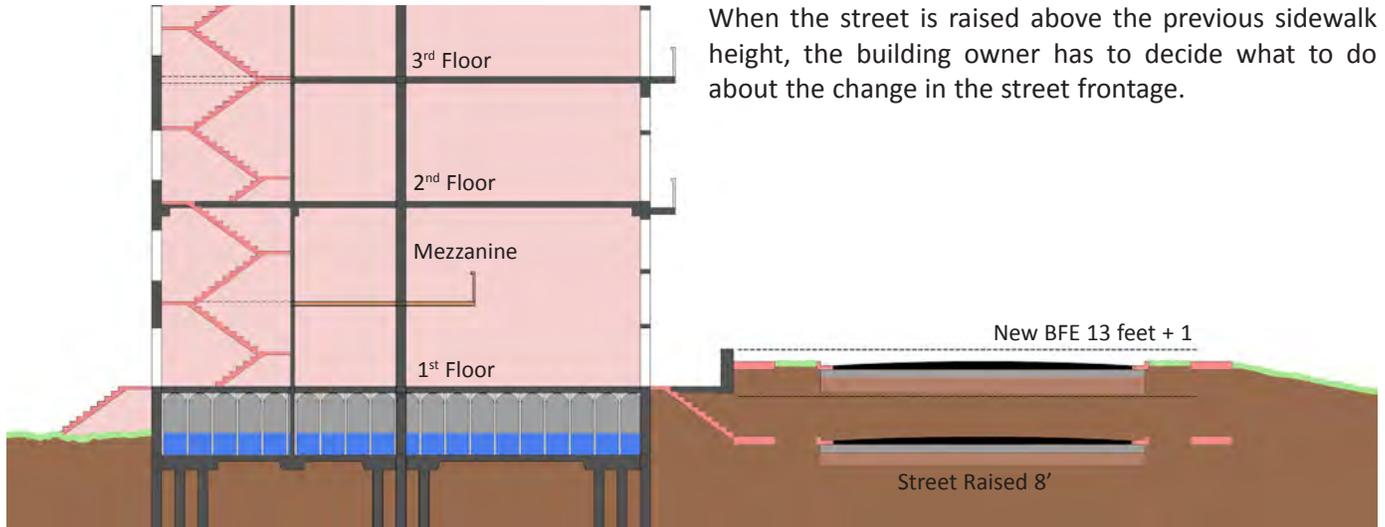
The first floor of a new building can be built today with the finished floor a minimum of one foot above base flood elevation.



Basements can be converted into cisterns to retain stormwater. Retained water during a storm can be discharged when the flooding subsides.

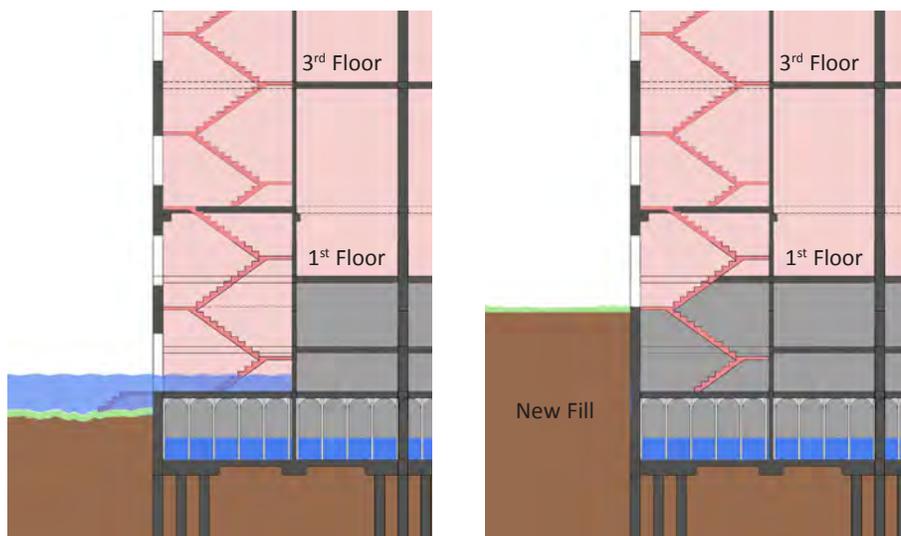
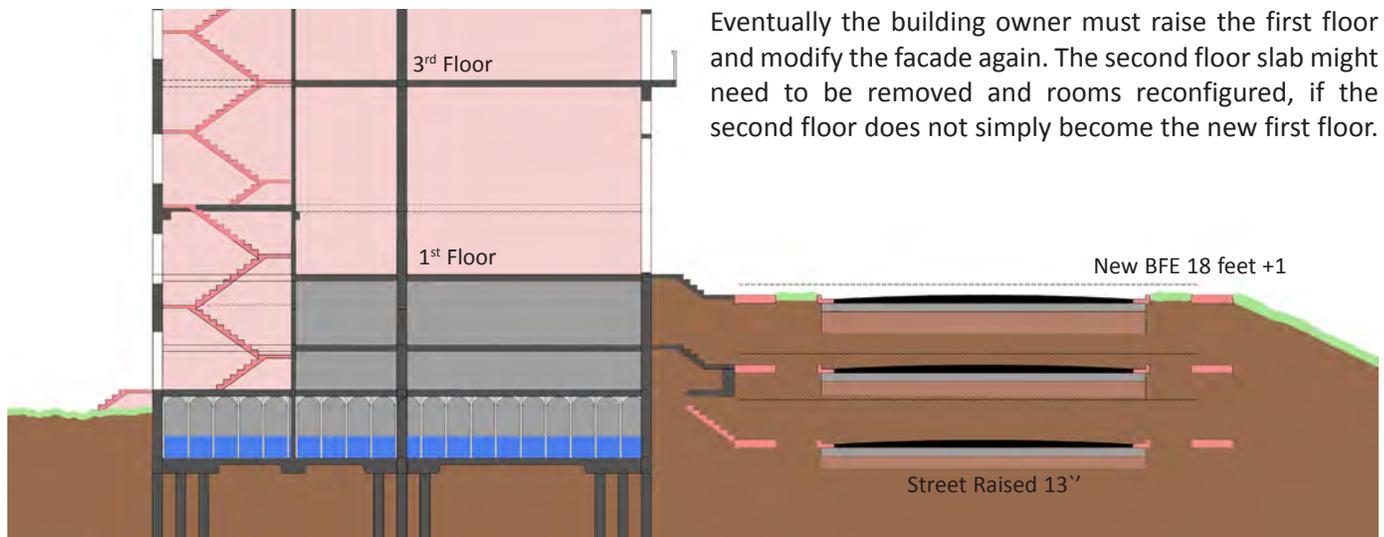
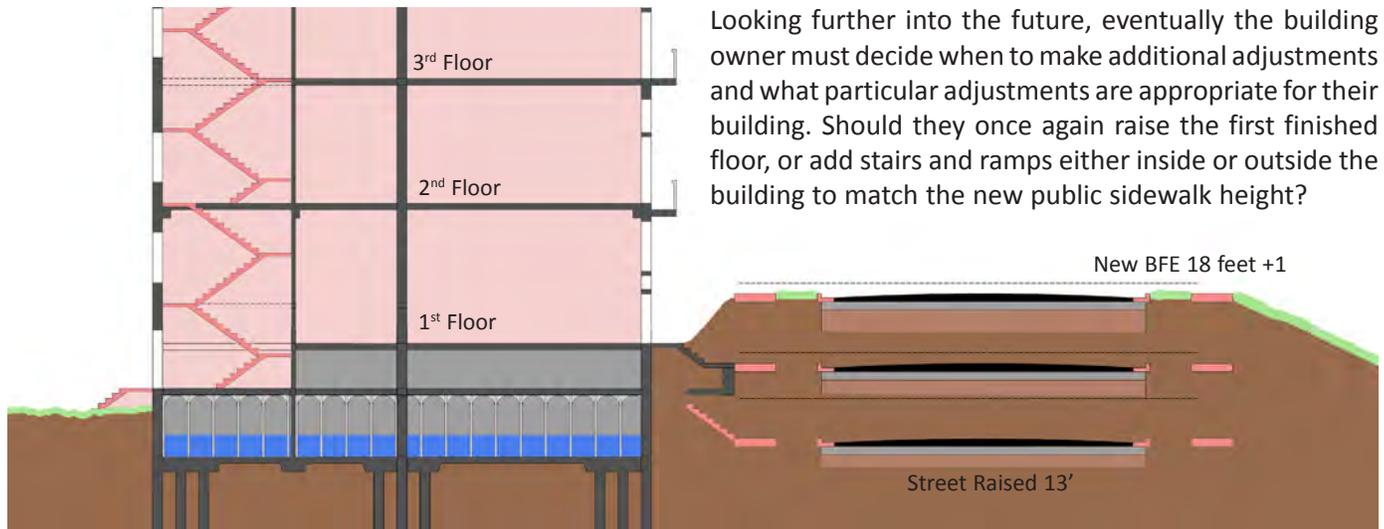
~30 years in the future (~2046)

### 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.





New stair cases allow residents of Condo buildings along 20<sup>th</sup> Street in Sunset Harbour to climb up to the new street level.

**DRAFT**

# 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 a 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 Public Works Operations Division of Miami Beach is responsible for maintaining stormwater lines; installing catchment filter basins (also known as pollution control boxes) 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 have caused tidal water to back flow into the stormwater system, causing tidal flooding in the lowest drainage basins. The problem has been largely mitigated in many of the lowest areas of Miami Beach.

# Threat: Stormwater



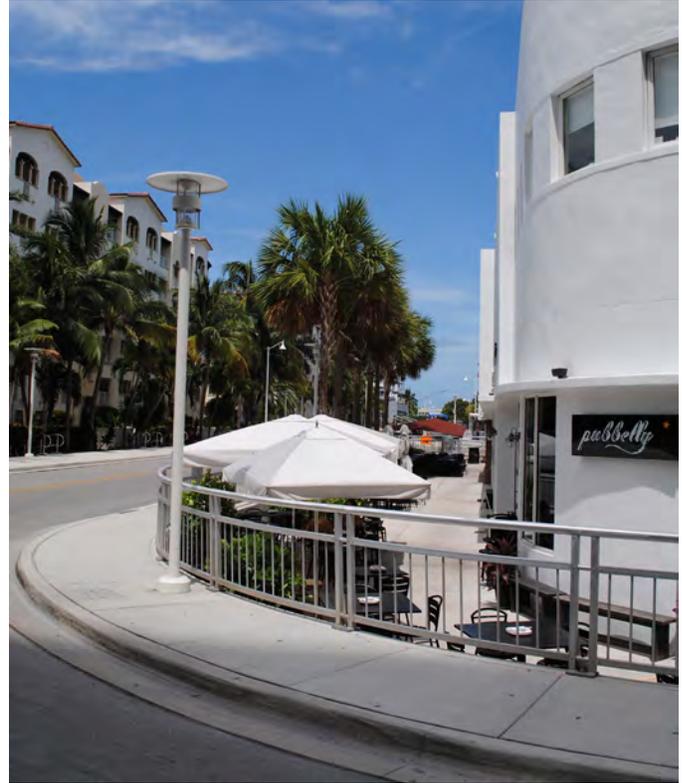
Additions to the Stormwater Plan involve the installation of 70 to 80 pumps to keep streets free of water. The first new pumps have been installed in some of the City's most flood-prone areas including Alton Road, West Avenue, Sunset Harbour, and Crespi Boulevard in North Beach. The pumps have been successful 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.

The images on this page illustrate some of the challenges that North Beach will face as adaptation projects are implemented. Streets in North Beach have been proposed to be raised between 6 and 24 inches (or more). Elected officials are working with the City's resilience, planning, buildings, public works, capital improvements and GIS staff to determine a detailed plan for how the streets will be modified in the near future.



20<sup>th</sup> 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

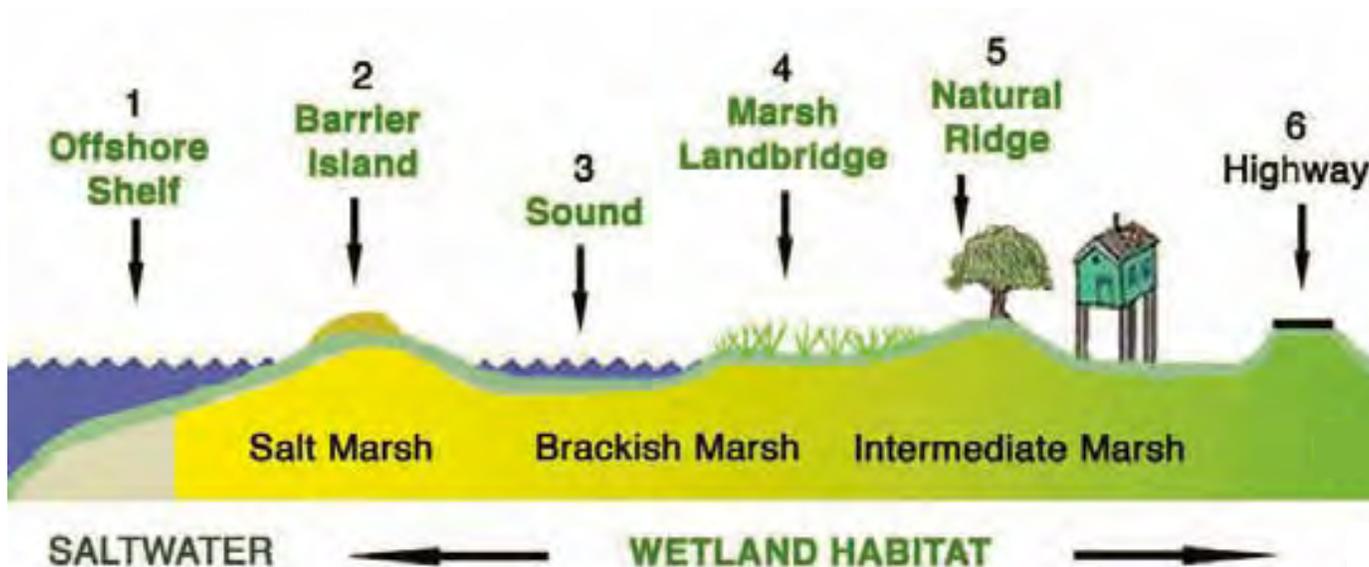
Along the coast, storm surge is often the greatest threat to life and property from a hurricane or major storm event. In the past, large death tolls have resulted from the rise of the ocean associated with major hurricanes that have made landfall.

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. Notice how the diagram includes much more than just the barrier islands. North Beach is many ways the "front line" of a larger system of resilience infrastructure.

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.

By 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.

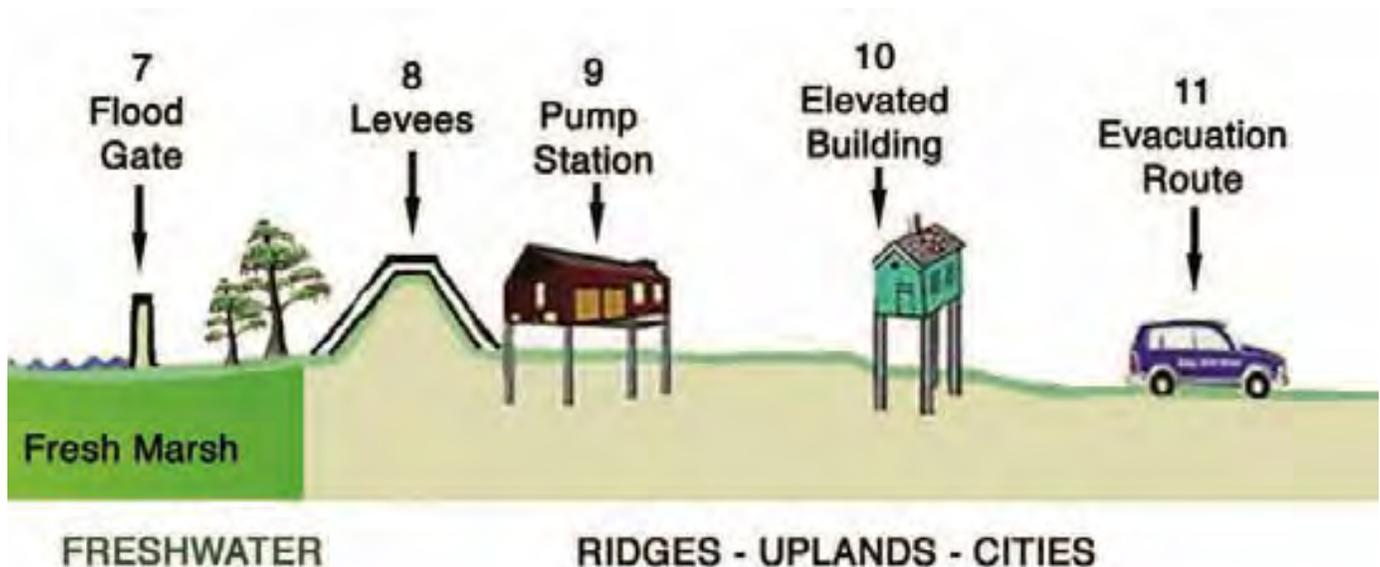
## A Wider Beach

Wide beaches, high dunes, and reef enhancements protect people and property from flooding and unexpected storm surge. Even in areas where the beaches and dunes are lost, wide beaches provide a line of defense and help minimize the amount of damage that occurs. They absorb 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. Throughout Florida and the Gulf Coast beach renourishment projects and beach expansions are underway to protect the shore.

Beach renourishment is a costly and lengthy endeavor that must be coordinated between Miami-Dade County, Miami-Dade County, the US Army Corps of Engineers, and the Florida Department of Environmental Protection. For beach renourishment projects in Miami-Dade County, the County is the local sponsor and is responsible for planning, funding and implementing projects.

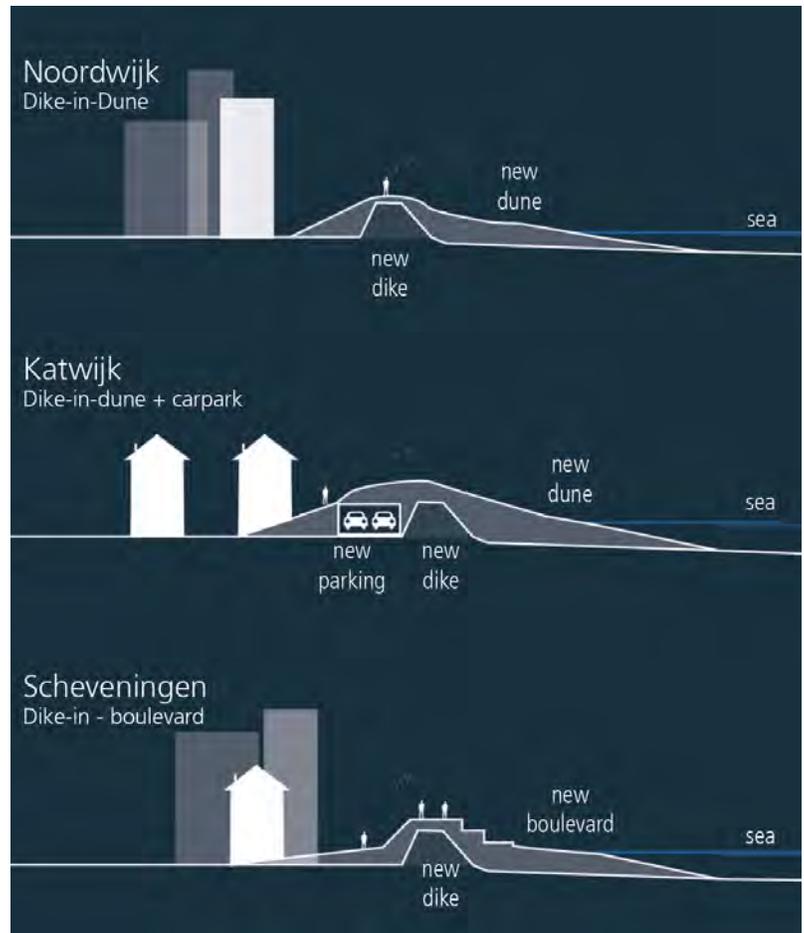
Beach erosion, the process by which ocean currents shift sand away from the coast line, makes renourishment a regular maintenance issue to contend with. The Miami-Dade County Beach Erosion Master Plan (2005) lists 63<sup>rd</sup> Street in Miami Beach as an area necessitating renourishment.



## 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. (Above)

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

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. (Above)

## Next Steps for a Dune-as-Wall Concept in North Beach

A specific study of the concept should investigate possibilities at the North Shore Open Space Park for a reinforced dune system without the additional residential or commercial development. The typical Dune-as-Wall approach involves a beach extension, dunes, parking under the dune system, a large boardwalk, and additional development closely fronting the boardwalk. This approach could be considered in specific areas along the NoBe shoreline like Ocean Terrace and Altos Del Mar which have already been improved and developed.

In De Panne, Belgium (Below), a parking structure is located under a boardwalk that also hosts restaurants and a carousel. Sand dunes and an extended built beach that have become a regional destination help to pay for the investment.





Dike-in-Dune



A typical plan for a parking structure within the dune on the Netherlands coast. Notice how far down the protective wall extends. This wall is designed to both never wash away and to provide a structural foundation to elevate the entire coastal zone.

SOURCE: ARCADIS ENGINEERING

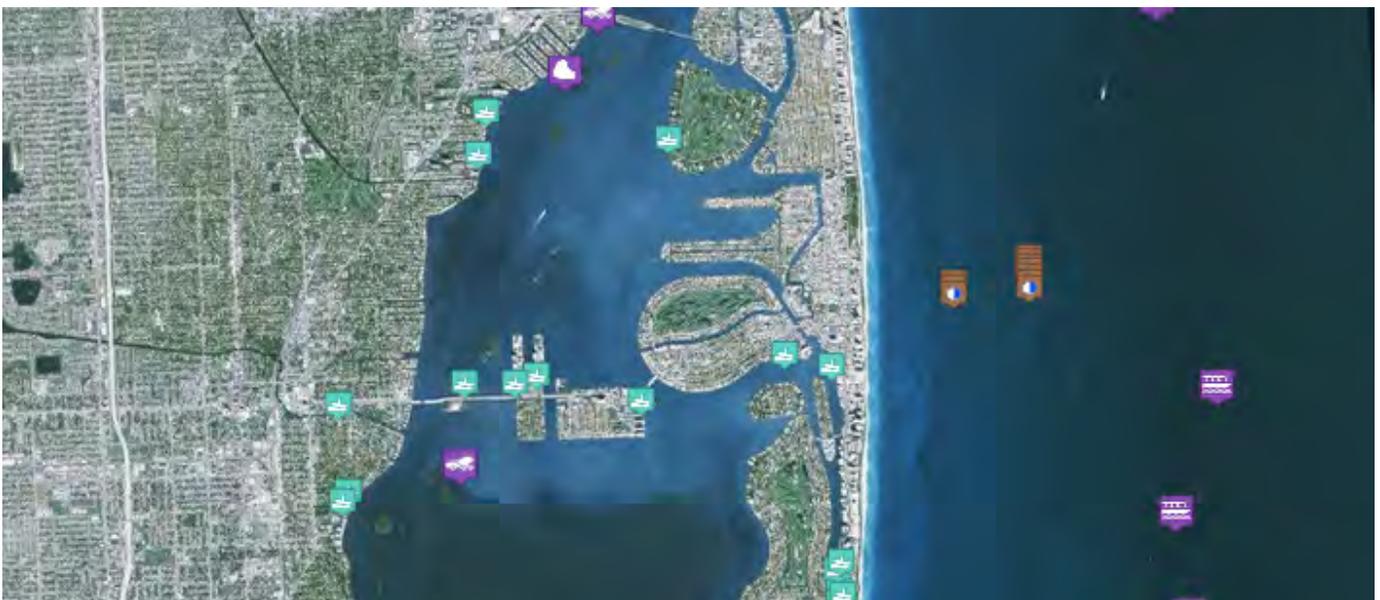
## Building with Nature

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.

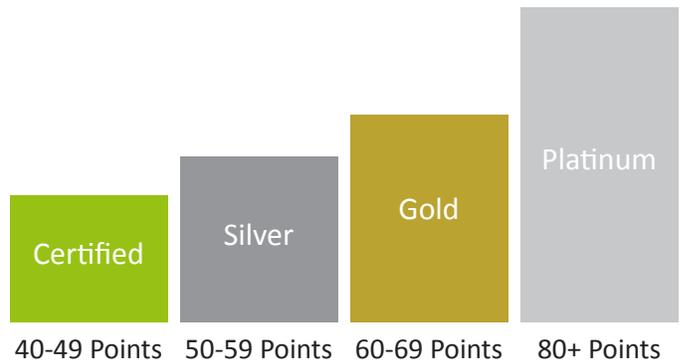
Many of the metrics that the LEED system is intended to measure are based on the recognition that each construction project impacts the global climate beyond the confines of its geographic location. While a project may be built in Miami Beach, for instance, the materials used on the project can come 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 calculate 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



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. These assets must be protected.

North Beach's historic structures are just as vulnerable as 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. North Beach is increasingly 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 structure. 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 affects evacuation times, the cost to taxpayers to rebuild, and ultimately the safety of residents. According to the Climate Compact which Miami Beach has adopted, 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 grand-fathered 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 property 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.

Additionally, the City should investigate creating a preservation development fund (similar to the City's parking fund) where developers will pay into the grant fund to achieve added development rights in a planned receiving area. The fund would be used to assist contributing buildings in local historic districts including resiliency projects.



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

## Adaptation Summarized

### Existing Conditions

The City of Miami Beach saw an increase in recent years in flooding during King Tide and regular full moon events. Over the last couple years the City has begun raising streets, and installing new pump systems and backflow preventers in order to keep streets and properties dry. While there is often a high fiscal cost to resilience infrastructure the cost of inaction would be higher. Without adaptation flooding and storm events will result in a higher loss of property values and a pose a safety threat to residents.

### Without Adaptation

Sea level rise may first affect the western, bayside of the island, which is much lower than the City's oceanfront to the east. The eastern side of the island, which faces the open sea, is the most vulnerable to storm surges during a major storm or King Tide event. Tidal events may continue to erode the City's beaches, making buildings facing the ocean more vulnerable to flooding.

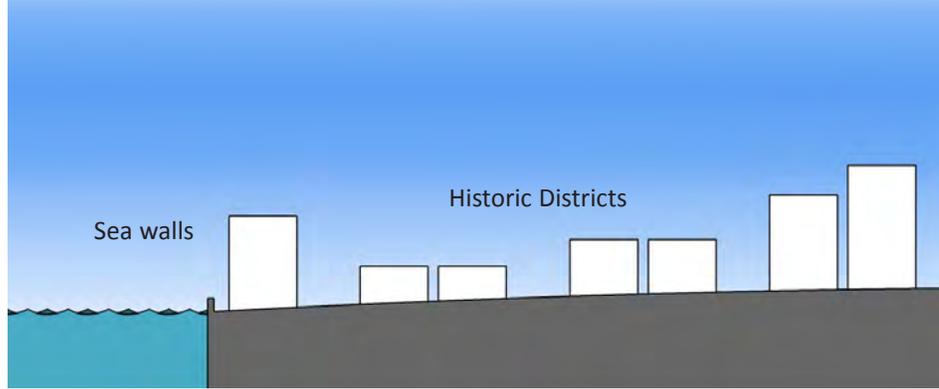
Underground water could continue to rise through the porous limestone that makes up the substrate that the City is built atop. This would negatively impact the City's stormwater and sewer systems. Over time water may arrive at the surface from under residents' feet.

### With Adaptation

With higher sea walls, bayside properties would become less vulnerable to water come up from the bay. Increasing on-site energy generation and increasing reliance on mass transit and alternate modes of transportation contribute to reducing green house gas emissions.

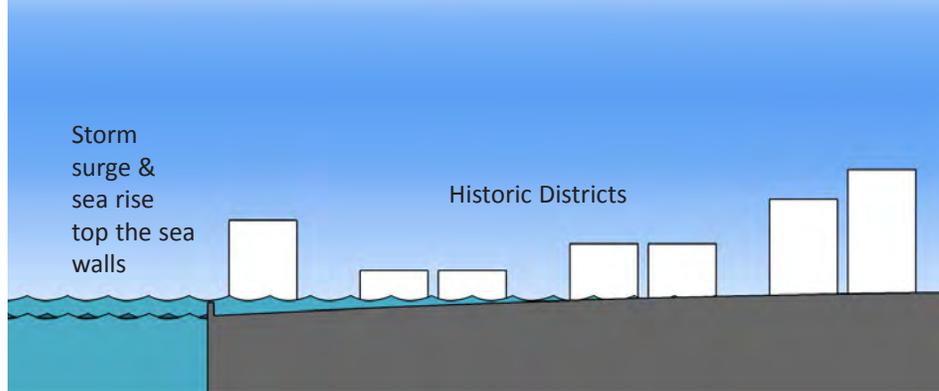
Beach Replenishment, dike-in-dune reinforcement, pumps, pipelines and backflow preventers provide increased protection from storm surge events.

### Existing Conditions



Biscayne Bay

### Without Adaptation

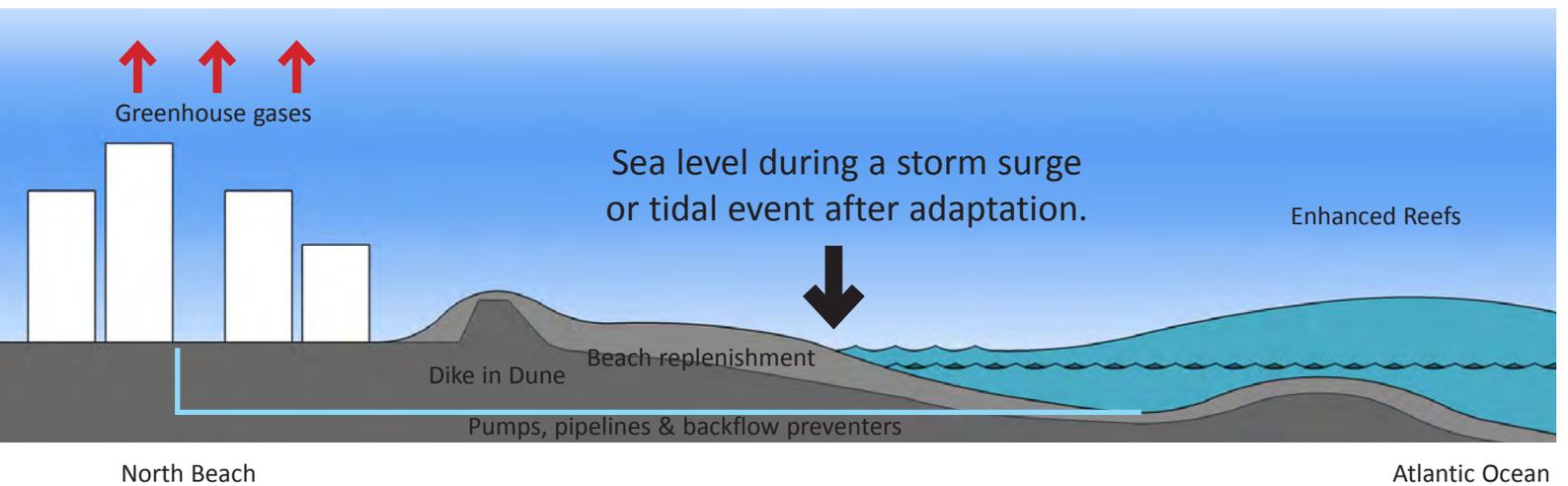
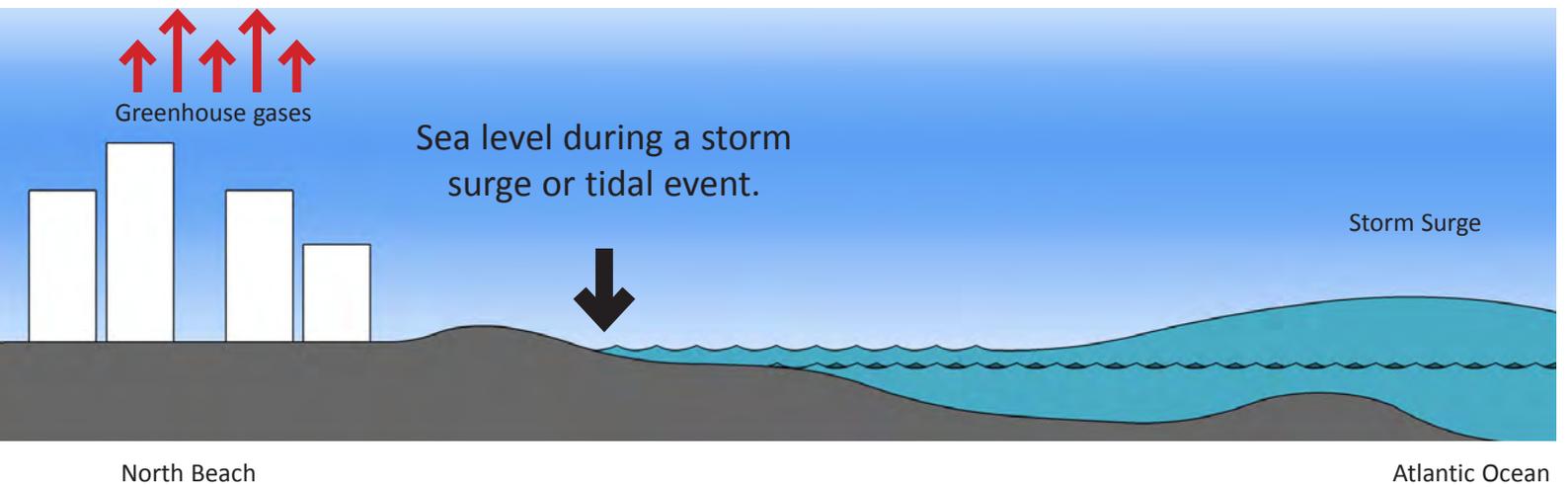
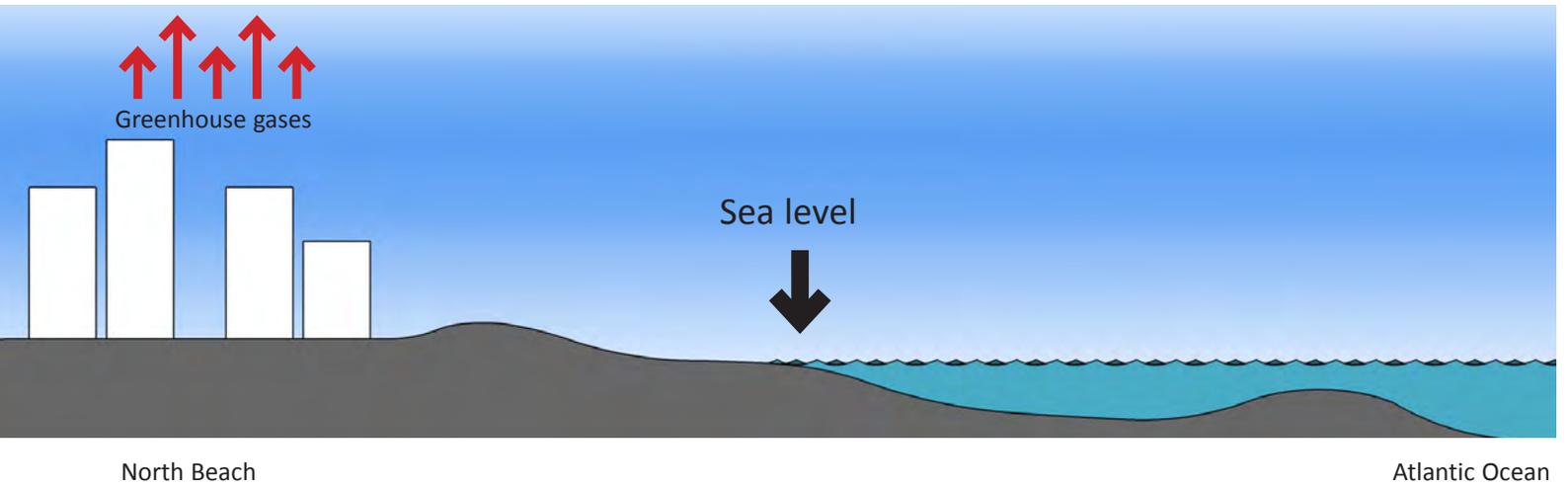


Biscayne Bay

### With Adaptation



Biscayne Bay



## Adaptation, Mitigation & Transition

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. Over long enough a timeline, the strategy for Miami Beach may shift to one of transition off-island.

### 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 green house gas emissions that are causing climate change.

### Long-Term: Transition

In the short- and mid-terms the City must do its best to ensure 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.

## Short-Term: Adaptation



Pump systems of some kind have been used for nearly a hundred years in Southeast Florida to keep the land dry.

## Mid-Term: Mitigation



Improved mass transit and mobility relieve congestion and reduce green house gas emissions

## Long-Term: Transition



Low-lying fill areas may be the first to be converted back to natural systems as coastal residents retreat to historically upland terrain.



Backflow preventers keep seawater out of stormwater systems when seas rise due to tidal events.



Sea walls must be raised to protect the coast from both storm surge and the gradual rise of the seas.



The more pedestrian-friendly North Beach becomes the less carbon pollutants it discharges into the environment.



On-site energy generation makes the electrical grid more resilient while at the same time reducing the City's carbon footprint.



The smaller the structure the less damage to property and the less threat to lives should sea level rise prove faster than projected.



Natural waterways convey water from one side of the island to the other, thus mitigating a surge that might rise higher on one side.

# Furthering Local Efforts

North Beach residents describe their home as a place which has, despite all the many changes in the Miami region, remained a rare small town, beach community feel. Throughout North Beach local efforts, both public and private, continue to enhance that kind of character.

## Continue to Capitalize on Assets

North Beach already has its loyal share of locals and visitors who favor going to the beach or staying in the areas boutique hotels over other areas of the island. Residents often say that they enjoy day time and evening activities but do not want the late night bars and clubs found elsewhere on Miami Beach.

Over the last couple of years, the Rhythm Foundation, with the support of local sponsors, has successfully reactivated the North Beach Bandshell into a premiere venue for homegrown and internationally acclaimed musical acts. The facility is unique as it is the only permanent beachfront performance venue in Miami-Dade and is truly a local gem.

A Food Truck Night has also become a popular event, which is used to promote Bandshell events and local businesses. These type of events could help continue to draw more people to the area.

In Spring of 2016, Friday Night Live at the Fountain was launched and happens every first Friday of the month. It is a free event that draws in local residents. It has the potential to draw in more people, particularly as 71<sup>st</sup> Street turns in to a true main street in which the Town Center vision comes to fruition.

When Rue Vendome becomes a fully pedestrian street it will allow for the Fountain area to become a fully pedestrian plaza, which will serve to improve the experience for Farmer’s Market and Friday Night Live visitors. It will have the potential to draw in locals and people from around the region alike who will be able to enjoy a multiplicity of activities in the district ranging from dining to shopping and going to the beach.



A promotional flyer for events at the Normandy Fountain on the first Friday of the month.



A picture of the digital billboard which advertises all Bandshell events.



This boutique hotel at 6945 Abbot Avenue is one of many that exist throughout North Beach.



Collins Avenue between 69<sup>th</sup> and 71<sup>st</sup> Streets has a number of small storefronts that front cater to the many tourists and local workers.



Existing signage on 79<sup>th</sup> Street in the Town Center

## North Beach is Not South Beach

One of the most frequently heard themes during the creation of this report is that North Beach is its own neighborhood and “Not South Beach.”

While North Beach seeks to preserve its stock of MiMo buildings, much like South Beach sought to preserve its Art Deco buildings, it is the scale of construction south of 5<sup>th</sup> Street and the construction of high rises along the Bay on Collins Avenue which locals point to as what they do not want to see happen in their neighborhood.

North Beach has recently been seeing more and more MiMo style structures being renovated and turned in to short term rentals and boutique hotels, such as the one located at 6945 Abbott Avenue.

There is a market for tourists looking for a quieter side of Miami Beach. North Beach also has its small share of taller hotel structures lining Collins Avenue. Residents and visitors patronize the businesses along Collins Avenue and help sustain the businesses in the area.

### Branding, Gateways and Signage

One should know when they arrive in North Beach. This can be done by creating memorable gateway signage at major entry points in to the area such as the western entrance to Normandy Isles from the JFK Causeway, the entrance along Harding Avenue at the border with Surfside, entering the area from the southern boundary before 63<sup>rd</sup> Street or from the western entrance at the 63<sup>rd</sup> Street bridge. Signage should be placed in such a way that it does not get lost in the landscape as is the case of some existing signs, such as the one North Beach Town Center signage along 71<sup>st</sup> Street.



# Chapter 3

## Action Steps

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Action Steps	3.4
Design Guidelines	3.12
Key Implementation Items	3.30

# 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 Plan NoBe 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

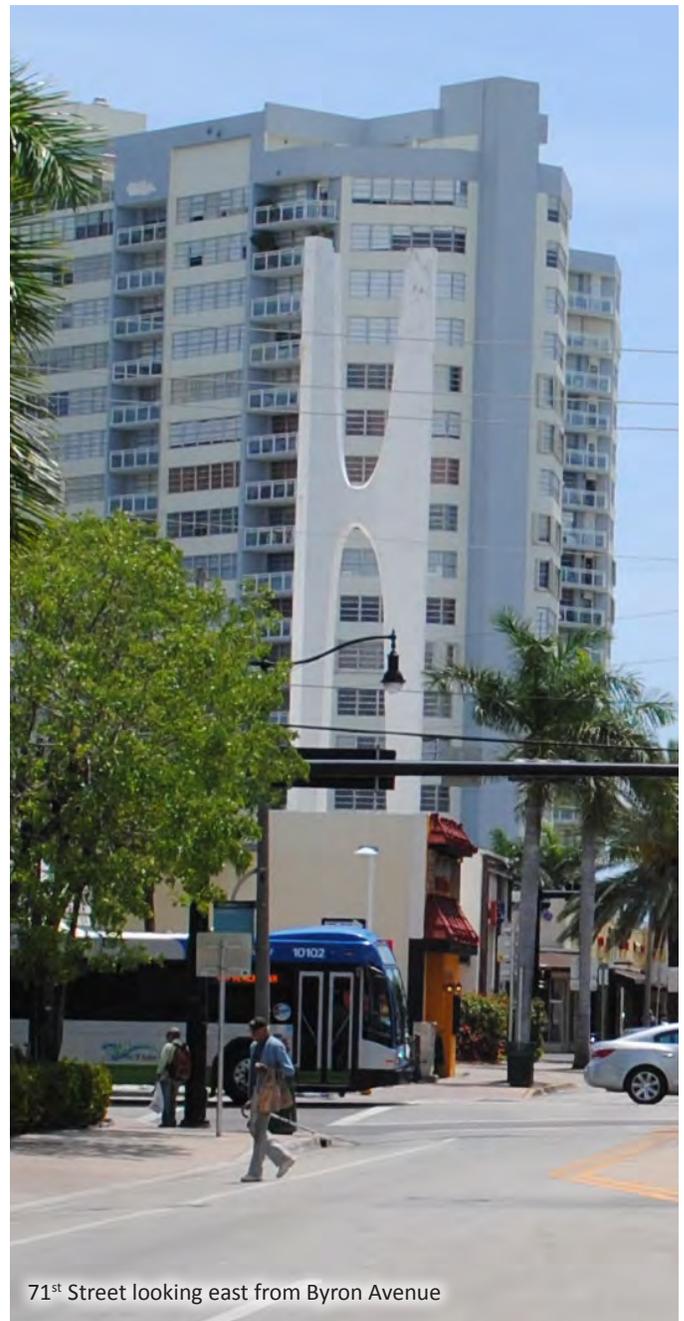
During the Plan NoBe Charrette, developers expressed a need for increased development rights in the Town Center to make development feasible. Residents in the low density historic area expressed a desire to preserve the historic buildings and keep new development at a small scale. The recommendation 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 revising North Shore Neighborhood Capital Improvement Projects to ensure they are implemented to meet the goals of Plan NoBe outlined elsewhere in this document. The City should work with the Florida Department of Transportation (FDOT) to get into their work program as soon as possible for improvements to streets that they maintain, including the turning of Harding and Collins Avenues into two-way streets.

In addition, the vacant West Lots and 72<sup>nd</sup> 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 Plan NoBe 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.



71<sup>st</sup> Street looking east from Byron Avenue

## 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.

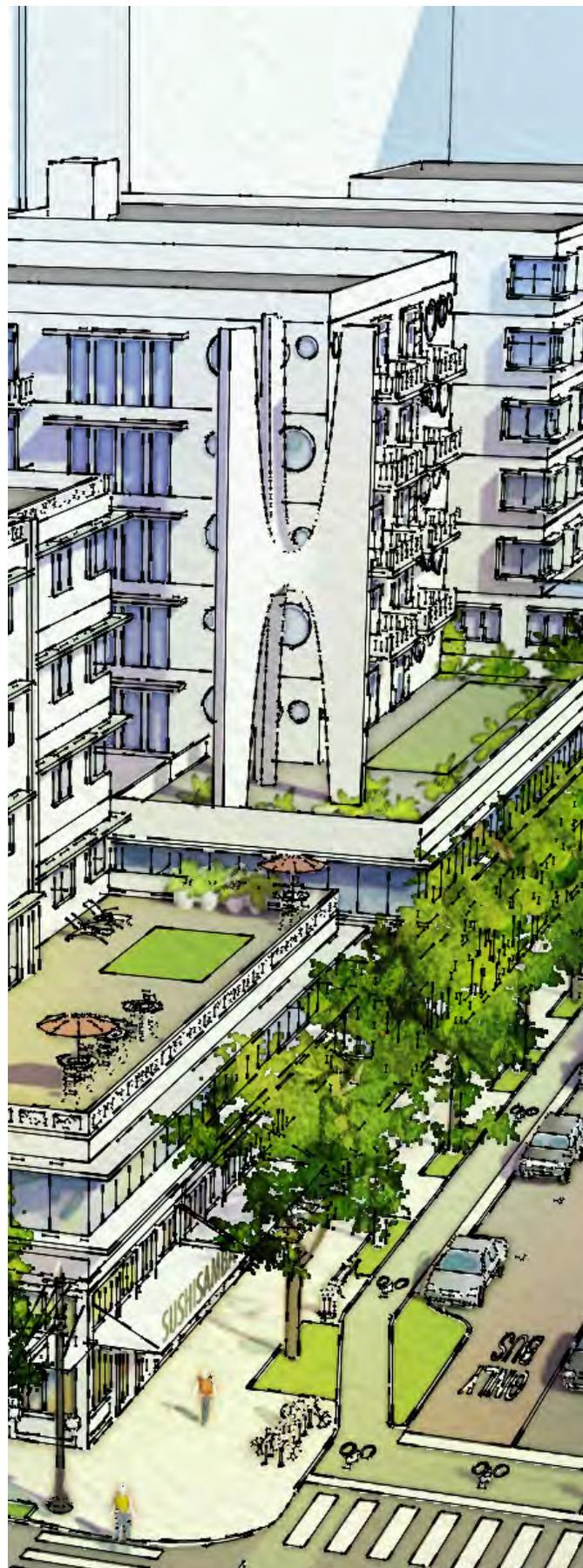
Another strategy to create a North Beach advocacy entity would be to establish a Business Improvement District (BID). The City may wish to participate as a partner in a BID to help create a critical mass to get the BID up and running.

## Implementation of Past Plans

During the Plan NoBe Charrette, 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 69<sup>th</sup> 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 Plan NoBe. Specific regulatory changes to the Town Center Design Standards will be addressed later in this chapter.

## 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 Section 118-223, “Procedures pertaining to the transfer of development rights (unused floor area)”, 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. Such a program would require voter approval via a referendum.
- Modify existing regulations for new construction in the North Beach Historic Districts. Miami Beach Ordinance Section 142-155 (a), “Development regulations and area requirements” which regulates new construction, 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 designated portions of the National Register Historic Districts. This should be coupled with the creation of a TDR program, like the one that has been successful in the City of Miami’s MiMo Historic District, to protect the financial interests of property owners and provide an incentive and financial mechanism for renovating historic buildings. The City should investigate whether provisions within a TDR program could be designated to enable property owners to receive financial assistance to meet sea level rise challenges.
- 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 I-95 79<sup>th</sup> Street exit and at a few key locations along 79<sup>th</sup> Street, the John F Kennedy causeway, entering North Bay Village, and 71<sup>st</sup> Street on Normandy Isles. Over the last couple of years, 79<sup>th</sup> Street in Miami has experienced 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 be incorporated into an existing civic facility, such as the Unidad Senior Center, and function as a visitor information center with exhibit and lecture space.
- Art Deco weekend is an excellent local example of what could take place in North Beach. 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.
- The City should consider the creation of a Historic Preservation Fund (HPF) that would enable owners of historically contributing properties, in the North Shore and Normandy Isles historic districts, to restore historic details on their property, or for implementation of sea level rise adaptation projects.

## 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 that promotes 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 on parcels owned by HACMB 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.
- 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.
- Miami-Dade County is considering creating an inclusionary housing program. The City should explore adopting the County's inclusionary housing zoning initiatives, and the possible application in the most suitable form in the City. The City should also consider

whether the 10% allocation being considered by the County will suffice to meet the North Beach needs.

- 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.
- Add additional North Beach residents to the City's Affordable Housing Advisory Committee (AHAC) or consider creating a North Beach affordable housing advocacy that could work with the AHAC to identify the right mix of incentives, regulatory and development programs to maintain as many affordable units in the area as possible.
- The City could allocate funds from the sale of public lands to build affordable housing in North Beach and other areas of the city that need it.
- Create a Tax Increment Funding Program that would help finance affordable housing development.

## 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 Lots 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 Plan NoBe and determine what the highest and best use is for the area.
- The City should entertain the potential for selling these properties, while ensuring that the development that takes shape matches resident's vision as identified earlier in this document.

## 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.
- 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, which may be difficult to secure, as the study area may not meet the poverty level required under County guidelines for the program. 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 should 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

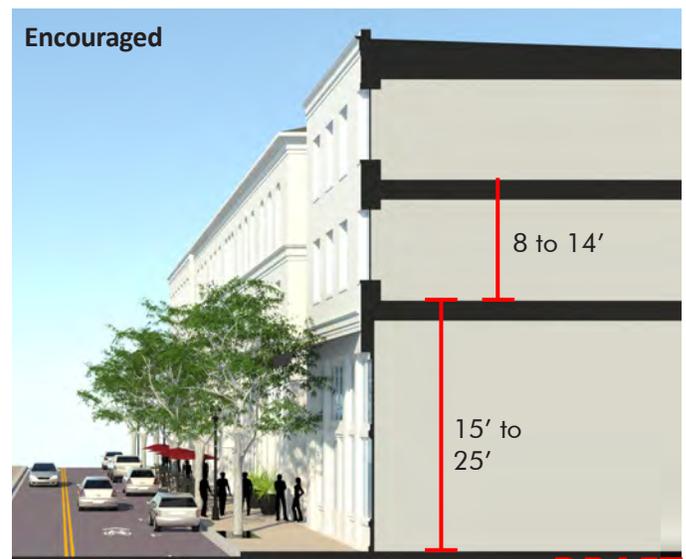
between 15 feet minimum and 25 feet maximum. This change would coincide with a change to the permitted height of buildings.

### 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 ensure that all residents and businesses get to stay on the islands. 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.

## Workforce Housing

- The City should consider zoning, land development regulations, 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.



## 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 continue to pursue 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 3,000 passengers per day or roughly 6% of the area's residents (approximately 29,392). The Mid beach trolley will roll out in Fall 2016.
- Create dedicated bus lanes in the Town Center: Dedicated lanes will enable buses to transport riders much more frequently.
- 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 residential parking structures in specific areas of North Beach, such as Biscayne Beach and Normandy Isles, where the demand for parking is high. Parking structures in residential areas can help reduce the amount of developable land necessary to dedicate to this use by concentrating it all on one site over multiple levels. They should be designed to maintain a character similar to the residential area. Parking impact fees for developers or property owners are one method to finance these projects. The City should explore creative and practical funding mechanisms to address this need.
- 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 North Beach such as on the West Lots and on Normandy Isles.
- 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, for instance near the entrance to Normandy Isles off of the JFK Causeway or at the northern entrance to the City at Harding Avenue near 87<sup>th</sup> Terrace, 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. These facilities are also good for employee parking.
- 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 and be paired with intercept parking to maximize effectiveness. Some should be built within Parking garages so as to promote transportation alternatives.
- 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.



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 should be removed from the diagram in Section 1, Infill Regulation Plan.

- Consider removing parking requirements for projects less than 25,000 gross square feet and reducing parking requirements to 0.5 from the current 1.25 per dwelling unit for projects larger than 25,000 square feet.
- 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, 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, by eliminating the need for parking. Ride share programs such as Uber and Lyft are already reducing the need for employee parking at hotels in South Beach, as both employees and visitors opt out of driving or renting personal vehicles. It is recommended that this idea be re-visited in not longer than three years (2019).
- Currently for buildings with parking levels, only the first floor is required to have usable, 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 usable space, the civic space requirement is further cutting into the small area left for leasable/sell-able 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. For instance, office uses would contribute to improving the local economy by adding additional patrons for local businesses. An increase in both daytime and nighttime occupants that would come from an increase in office and residential units respectively would help to create what is known as a 24-hour community, where there is a constant flow of people in the streets and patronizing businesses throughout the day.

## Height and Floor Area Ratio

During the public meetings throughout the February 2016 Charrette, the developers/property owners who participated explained why they had reservations about building in the Town Center. Some 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 does 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 71<sup>st</sup> Street, the lots of four to six 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 71<sup>st</sup> 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 ‘North Beach: Town Centre District 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 71<sup>st</sup> Street. If FAR must remain as a criteria in the zoning ordinance, then it should be increased to 3.5. 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 ‘Town Center (TC)’ 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), “Development Regulations”, 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 TDR program to transfer surplus air rights from historic properties to the Town Center. This will require a revision to the City’s existing code of Ordinances, Sec. 118-222, “Transfer of Development Rights”, 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 create an inclusionary zoning mechanism, that would require a developer to allocate a certain percentage of units at below market-rate in exchange for the additional FAR, 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 could use a Historic Preservation Fund to sell bonus FAR to developers, and use those funds to fund grants to property owners to help restore historic elements of their buildings or help adapt the structures for SLR.

## 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 72<sup>nd</sup> 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 Plan NoBe process.

# Design Guidelines

## Introduction

Adopting and enforcing design guidelines in North Beach is the best way to direct new growth in the community in a manner that lets North Beach retain the character that everyone loves and enjoys. During the public sessions that led to the preparation of this report, many people identified and expressed the good qualities of North Beach. The physical qualities identified and the existing architectural character are the aspects that can be framed into a few sets of rules.

The photos on this page and the next show the typical physical characteristics of buildings found in North Beach, and the appearance of the streets in front of them. The buildings are predominantly apartment buildings, condominiums or hotels, and some also have commercial uses on the bottom floors. The older buildings tend to be two- to three-stories in height. Newer buildings are taller. By studying at the photos, it is easy to organize the elements that give the scenes character into a few headings that can serve as an outline for the future set of guidelines:

Within the public rights of way:

- \* Sidewalk widths
- \* Street trees and landscaping
- \* Curb widths
- \* On-street parking, and lane widths

On private property:

- \* Building Façade composition: overall design, decorative elements, placement of doors and windows in the design of the building, the ratio of window to walls, and the size of windows, and configurations for multiple windows
- \* Building height
- \* The wall materials and colors
- \* The color of glass used in the windows
- \* Landscaping and fencing in yards visible from the street
- \* Parking locations.

The guidelines should also apply to existing buildings when renovations take place. The reason to include in the set of rules for the design of streets is that sometimes the developers of new buildings will reconstruct their half of the street. Guidance will be needed for the sake of consistency in the neighborhood. Miami Beach Public Works can also use the guidelines for public projects that may include the raising of the streets in light of sea level rise. The guidelines can also direct modifications to buildings and their yards over time to accommodate sea level rise adaptation.



ABOVE: The photos above show the older 2 and 3-story apartment buildings. Noticeable design details include:

- Roofs are typically flat. The older buildings have very low attic spaces that are vented by scuffers visible within the parapet.
- Windows openings are vertically oriented, and sometimes appear side by side in groups of two.
- Above the window are the distinctive “eye brows” which is a concrete shading device that extends over the window.
- The top two photos show how two buildings form courtyards between them with identical detailing in the building facades.
- The bottom photo shows how entrances to buildings are sometimes emphasized with vertical architectural detailing above and surrounding the door.

# Neighborhood Character



ABOVE: Noticeable design details from the photos above include:

- The hotel in the upper photo has curved corners in what is referred to as “streamline modern.” The lobby in the front has larger windows that mimic a similar curvature at the corner and offers the occupants access to terrace above it. Architectural embellishments include medallions at the parapet lines.
- The newer buildings in the bottom photos show that the trend for private balconies and roof terraces is more popular now than during the very first wave of construction in North Beach.
- The photo at the bottom shows a commercial use with doors and windows that face the sidewalks.
- With ground floor commercial uses, the sidewalk typically extend to the building frontage with minimal landscaping.

ABOVE: Noticeable design details from the photos above include:

- If it were not for the tropical art deco detailing on the hotel building in the top photo, the facade would be very plain and boring.
- The newer and taller buildings along the beach and along Collins Avenue vary in their height and overall design, but are consistent with a modern building style.
- The middle photo shows how the massing of a large building was “broken up” by creating vertical setbacks on the upper floors and providing more “ins and outs.” The floor plans vary from floor to floor.
- In the bottom photo it is possible to see that the floor plans remain fairly consistent between floors.

# Guidelines for all of North Beach

## Lot Assemblage and Building Metrics

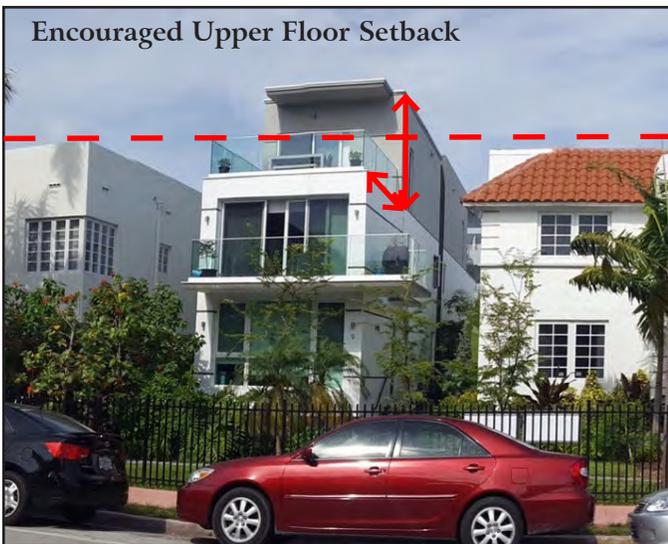
*In order to preserve the unique character of the distinct neighborhoods in North Beach, new development should match the existing scale and character.*

- 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. Use the City’s Post War / MiMo Design guidelines for the design of buildings.
- In general, streets, other rights-of-way and other public lands should not be conveyed to private interests to facilitate development. In the past, Miami Beach streets were lost to condominium and municipal projects resulting 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. However, there may be opportunities to trade public spaces, or lease public spaces, in order to achieve public goals.
- 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.

## 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.



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

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

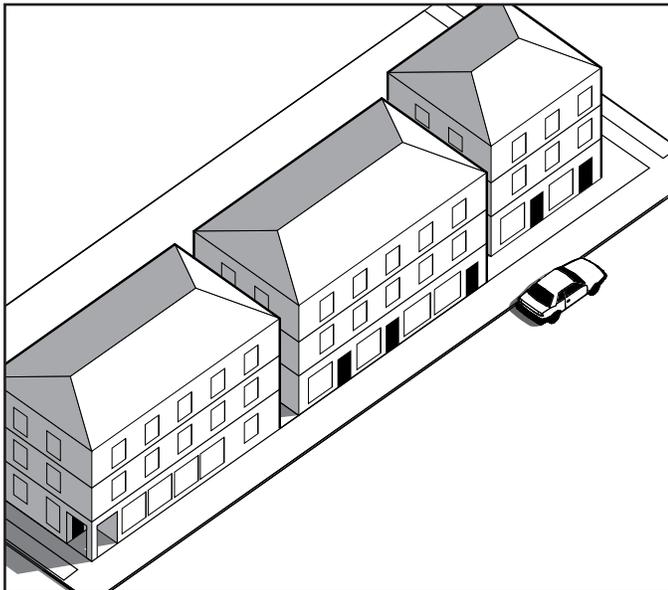
*Above: Building orientation configurations.*

## 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.

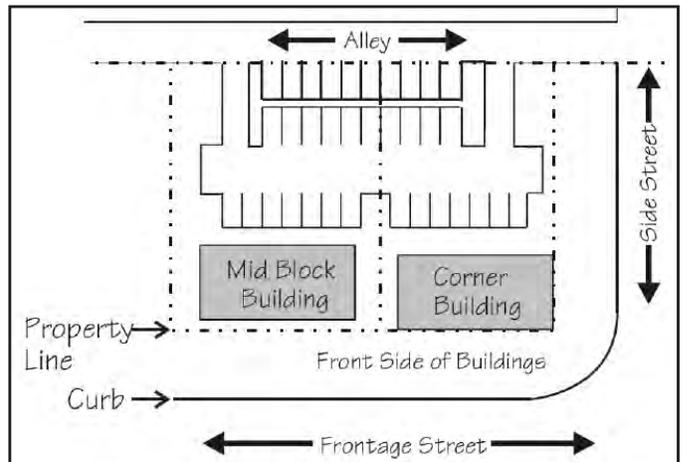


Above: Functional entries at short intervals allow activity at many street segments and keep spaces safe.

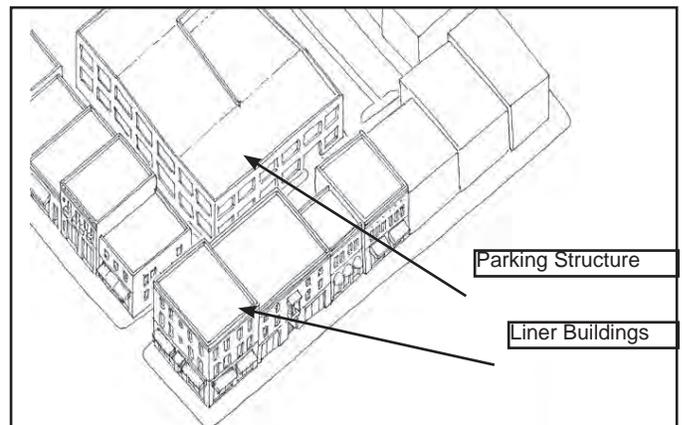
## Parking Locations

*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.*

- 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.



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, the existing 5-foot setbacks are encouraged to remain in order to shape the central streets. The exception is along 71<sup>st</sup> Street (to have a 15-foot setback) in order to widen the sidewalk and provide a protected bike lane on each side. A typical street edge in a compact residential neighborhood is shallow, ranging from 5 feet to 10 feet. Parts of Normandy Isles has setbacks of 15 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 pedestrian 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.

*Streets should be raised to sustain mobility as sea levels rise.*

- In low-lying areas of North Beach vulnerable to inundation from sea level rise, streets should be raised. 72<sup>nd</sup> and 73<sup>rd</sup> Streets could be the first streets raised as they are major east to west connectors on the barrier island and may soon see new development.

## 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.*

- Transparency in building facades is essential for creating high quality street spaces, by adding 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, the amount of surface area devoted to doors and windows can be lower.
- Walls should not be placed behind windows. The intent of transparent facades is for people to be able to look inside a business.

## Shopfronts

*Create outdoor ‘rooms’ lined by 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 built to the front setback 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 (mirrored) and frosted glass should be prohibited on shopfronts.
- Storefront windows: the bottom sill should be no more than 24 inches above the sidewalk; top should be between 8 feet & 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. Review the Post War/MiMo Design Guidelines for more suggestions.



Above: Pedestrian scaled sign.

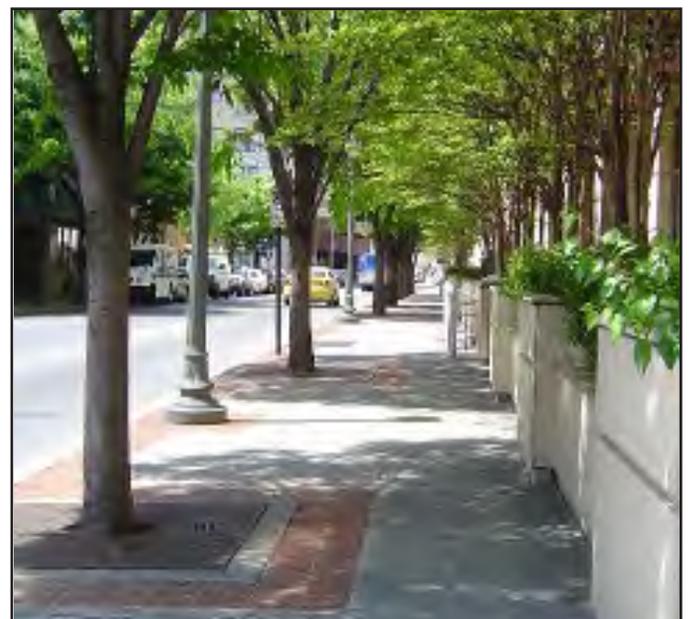


Above: Wayfinding sign.

## 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, non-invasive, drought and salt tolerant 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.
- The Post War/MiMo Design Guidelines recommend raised planters.



Above: Tree grates in an urban neighborhood.

# Building Elements & Appurtenances

## Applicability

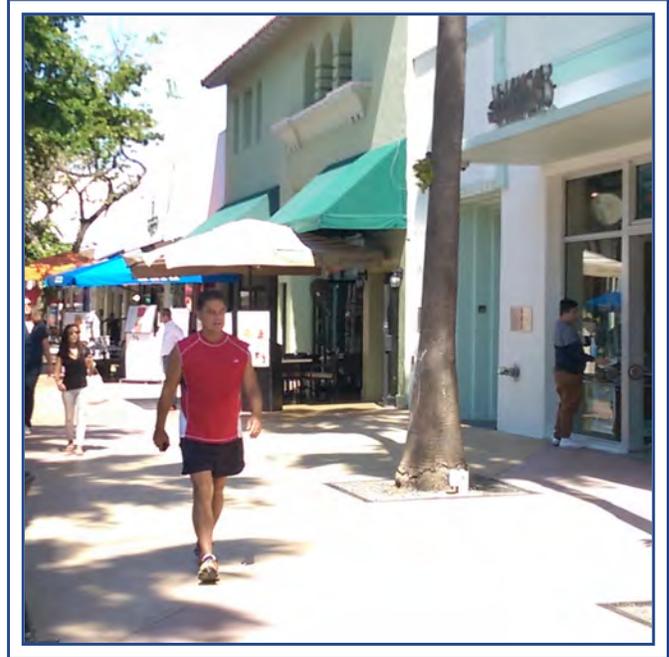
The guidelines for building elements and appurtenances on the following pages can be applicable for both renovations and new development.

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.

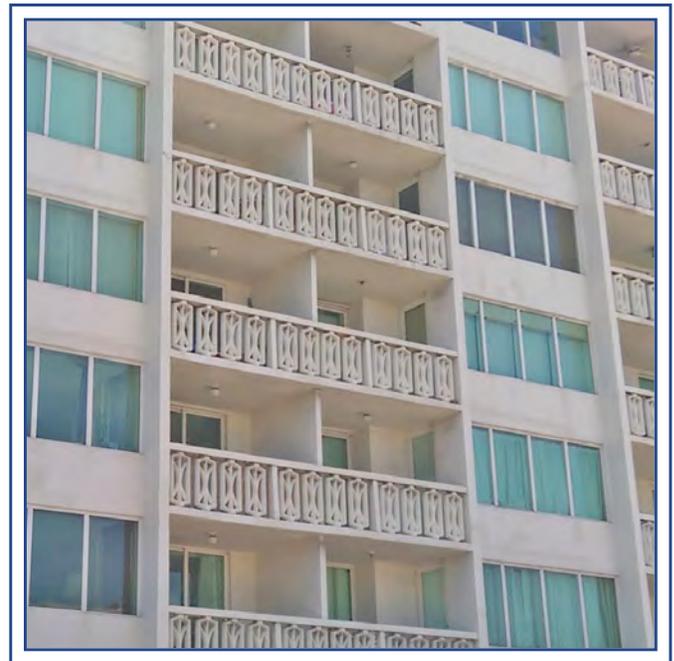
For a better understanding of the MiMo style, please refer to the City's Post War/MiMo Design Guidelines.



## 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 should not be allowed.



## Eyebrows & Canopies

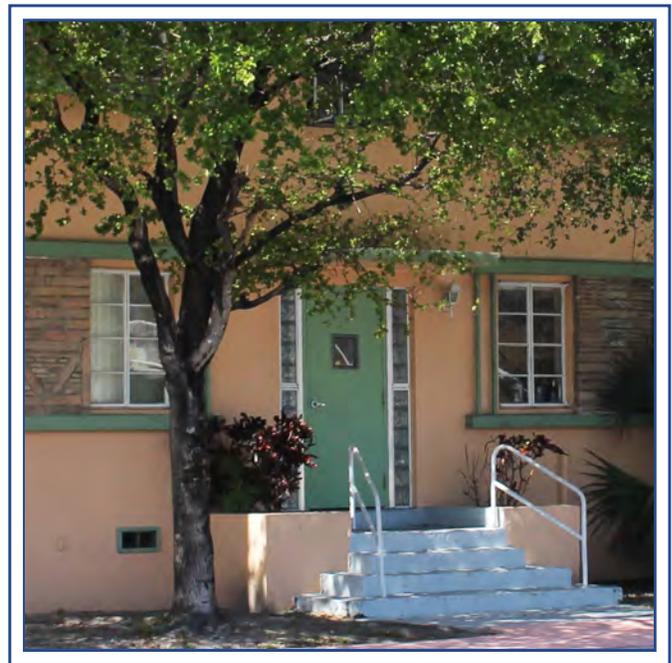
*Eyebrows and canopies provide shade and shelter; they are also a distinct architectural feature of Miami Beach architecture.*

- 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 2<sup>nd</sup> 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, unconditioned 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 2.75 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 maximum 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 the side. Stoops should be covered, either with a roof or area inset into the main body of the building.
- Stoops could be used to reconcile the height of front doors with any additional elevation created by the raising of streets.



## Arches

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

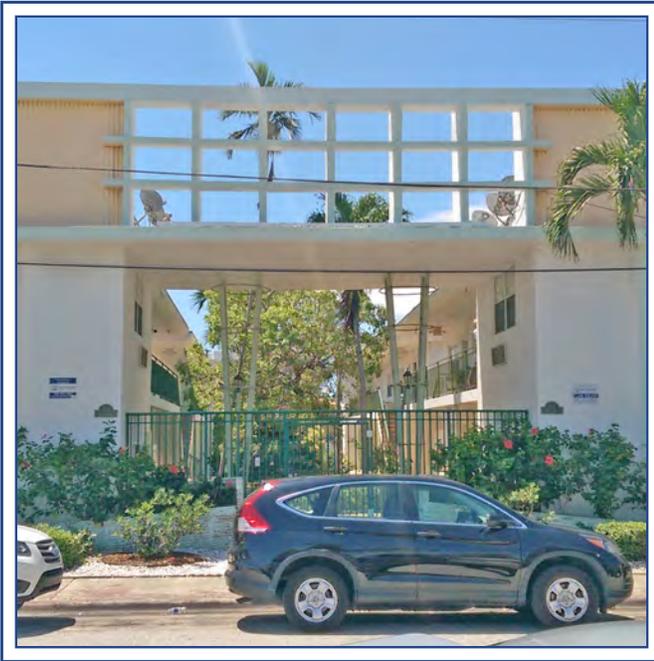
- Arches may be constructed of concrete with stucco finish, brick, stone or other appropriate materials, including those that are found in historic structures.
- Arches are typically half-round or segmental. Arches should be configured such that their thickness and detailing appear to support the weight 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.
- Gates and fences placed in courtyards, as in the picture above, should be designed in such a way that they still allow visual connectivity between the building and the street.
- Gates and fences should be designed to match the architectural style of the building. Property owners or managers of MiMo-style buildings can reference the 'Post-War Modern/MiMo Design Guidelines' for guidance on the type of gate to use.



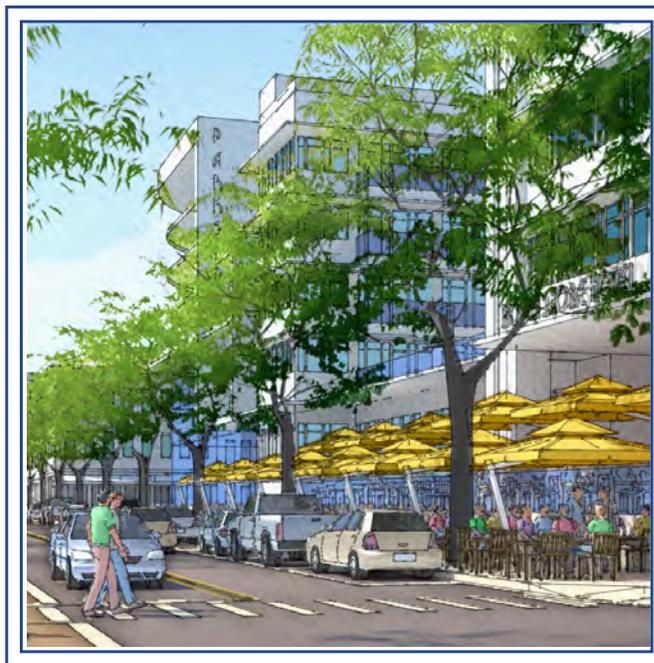
# Key Guidelines for the West Lots

## Introduction

The West Lots are eight half blocks located on Collins Avenue from 79<sup>th</sup> Street to 87<sup>th</sup> Street across from North Shore Open Space Park. Currently the lots provide parking for the park and beach but the public expressed an interest in seeing the lots do more than simply provide surface parking. While parking is critical to park and beach access and must remain, in the future the West Lots could host a variety of uses from upscale residential and affordable residential, to restaurants and cafes, boutique cafes and a variety of public uses from a public swimming pool to medical services.

Three design principals were identified as part of the plan creation process. New development should maintain an appropriate height to provide a transition between the low-scale neighborhoods and the park; cafes and stores catering to local needs should be located at the corner of Collins and 85<sup>th</sup> Street, and Collins and 81<sup>st</sup> Street; and setbacks should be required to create enough of a sidewalk space to host a vibrant street life.

When the time comes to redevelop the West Lots additional guidelines are expected; however, these are the three most important guidelines given the goals and purposes of this plan.



## Appropriate Heights

*Appropriate heights in any given community depends upon the surrounding context. Adjacent to West Lots are neighborhoods predominately composed of two- to four- story structures. Seven stories is recommended to maximize public benefit while still providing a transition from the historic scale.*

- New structures on West Lots shall be no higher than seven stories in order to provide a contextual scale.
- Seven-story structures would not intrude on one's experience of the North Shore Open Space Park and beach. The park provides a respite from the dense, urban environment of Miami Beach. The park provides an immersing experience of nature which is lacking in places like South Pointe Park where the most dominant visual image is of towers.
- Mid-size structures of four to seven stories allow an experience of open sky and sunlight on the street. Collins Avenue is envisioned as a place for pedestrian activity. It is envisioned as a street known for the sun and loveliness characteristic of Southeast Florida's best places.
- One knows they have arrived in a "beach town" or "seaside city" by the lower heights of buildings. The expectation of lower heights reflects the fact that one has moved from the center of a place to its edge. One expects that edges are physically different from centers, they provide a transition from the man-made environment to the natural one.



### Require Cafes and Stores on the 81<sup>st</sup> and 85<sup>th</sup> Street Intersections

*81<sup>st</sup> Street and 85<sup>th</sup> Street lead from the neighborhoods of Biscayne Beach through to Collins Avenue and see the most local, pedestrian traffic. These are ideal locations for neighborhood-serving dining and shopping services. Presently, the neighborhoods of Biscayne Beach are singularly residential and lack dining and shopping destinations between homes and the beach.*

- All new development on the intersections of Collins and 81<sup>st</sup> Street, and Collins and 85<sup>th</sup> Street, must contain either cafes with outdoor seating or shops. The shops must provide the kind of health and wellness products and groceries that are needed to make this area of North Beach a more complete place, with daily and weekly needs within a walking distance to neighborhoods.
- All shops and cafes should extend to the edge of the property line, provide continuous shopfronts or transparent glass walls, and provide shade in the form of awnings, arcades, or galleries to ensure that pedestrians have a comfortable and interesting experience.
- Shops and cafes must provide at least seven feet of clear passageway for pedestrians along sidewalks. Outdoor dining shall not make movement difficult for pedestrians.

### Provide Setbacks and Trees to Create a Great Street Along Collins Avenue

*Setback all buildings at least 15 feet from the right-of-way to create generous sidewalks. The west side of Collins Avenue currently has only 5 feet dedicated to sidewalks and the street is unshaded. The goal for new development should be 15 foot wide sidewalks, at minimum, with shade trees provided. 20 foot wide sidewalks with trees would be ideal.*

- The minimum setback depth should be 15 feet from Collins Avenue (measured from the right-of-way to the face of new buildings or inside column faces). This should provide twenty feet between the front of any buildings to the curb as it is today. The space can be used for outdoor dining (potentially), 7 foot of passing space and room for street trees, benches, and trash receptacles.
- With the 15-foot front setback, there is plenty of depth in the lots for possible future buildings, including enough space for efficient parking structures with a 125 foot wide layout of two parking aisles side by side.
- New trees should be shade-producing canopy trees like oaks (and not palms). Palm trees do not create enough shade to provide the protection that pedestrians require in Southeast Florida. Additionally, new plantings as much as possible should be salt tolerant.

# Key Guidelines for Designating New Historic Districts

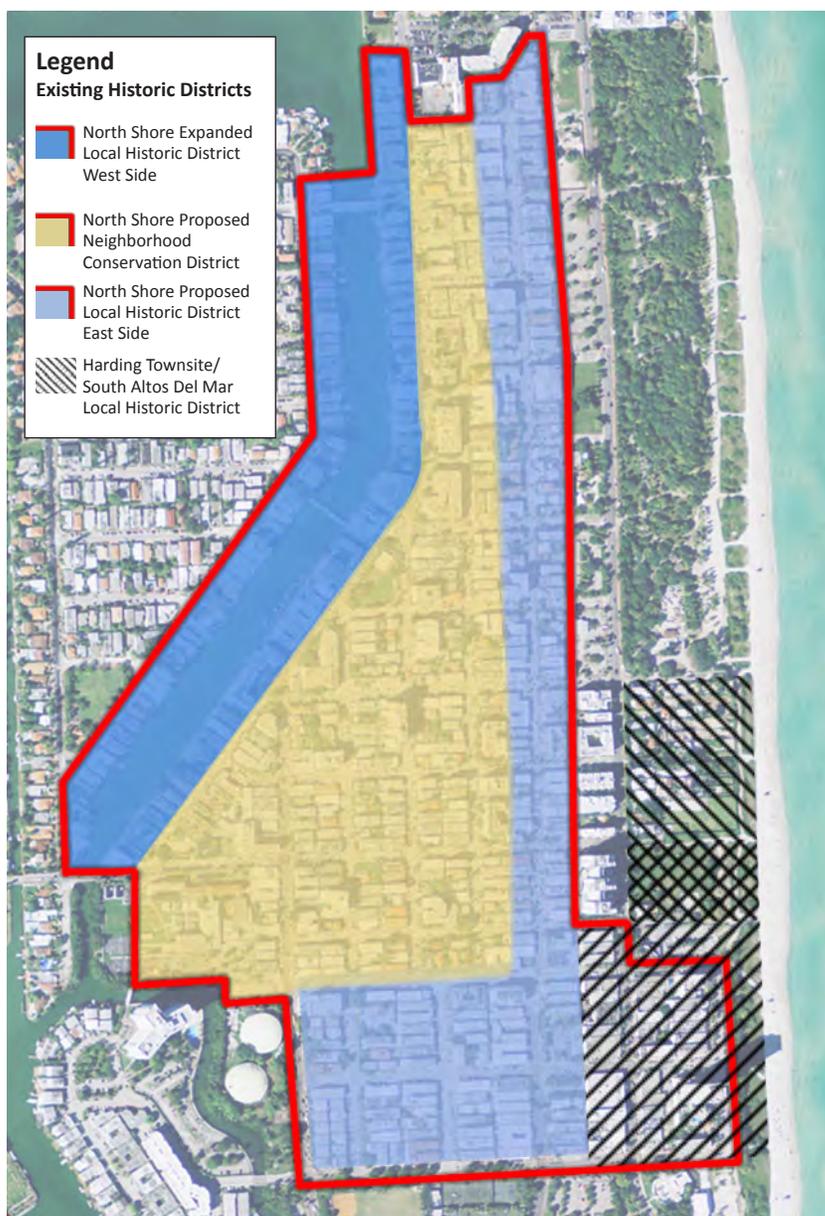
## Background

Members of the community have been working for years to create local historic districts in portions of North Beach. In 2008 and 2009, the Miami Beach Historic Preservation Board (HPB) surveyed and documented properties they believed contributed to the post World War II MiMo vernacular in Normandy Isles and the North Shore neighborhoods of North Beach. The resulting reports were submitted to the United States Department of the Interior National Park Service, who approved the designation of the Normandy Isles and North Shore National Register Districts.

As detailed previously in the Protect & Enhance Neighborhoods section, while the National Registry designation confirms the historical significance of buildings contributing to an architectural period or style, in this case MiMo, it does not protect those buildings from demolition. Only when a municipality creates local designation of a historic district, as is the case for Flamingo Park, can historic structures be prevented from being demolished or significantly altered. The guidelines to be created for the locally designated districts can be customized to add rules specific for those districts for future development and renovations.

In 2014, the HPB researched the possibility of locally designating both the Normandy Isles and North Shore districts, but the HPB ultimately determined that only portions of both should be locally designated. The two maps on this page and the next identify the boundaries of the two historic districts with a red line. The areas shaded in purple within the red lines are the areas that the City is considering for locally designated districts:

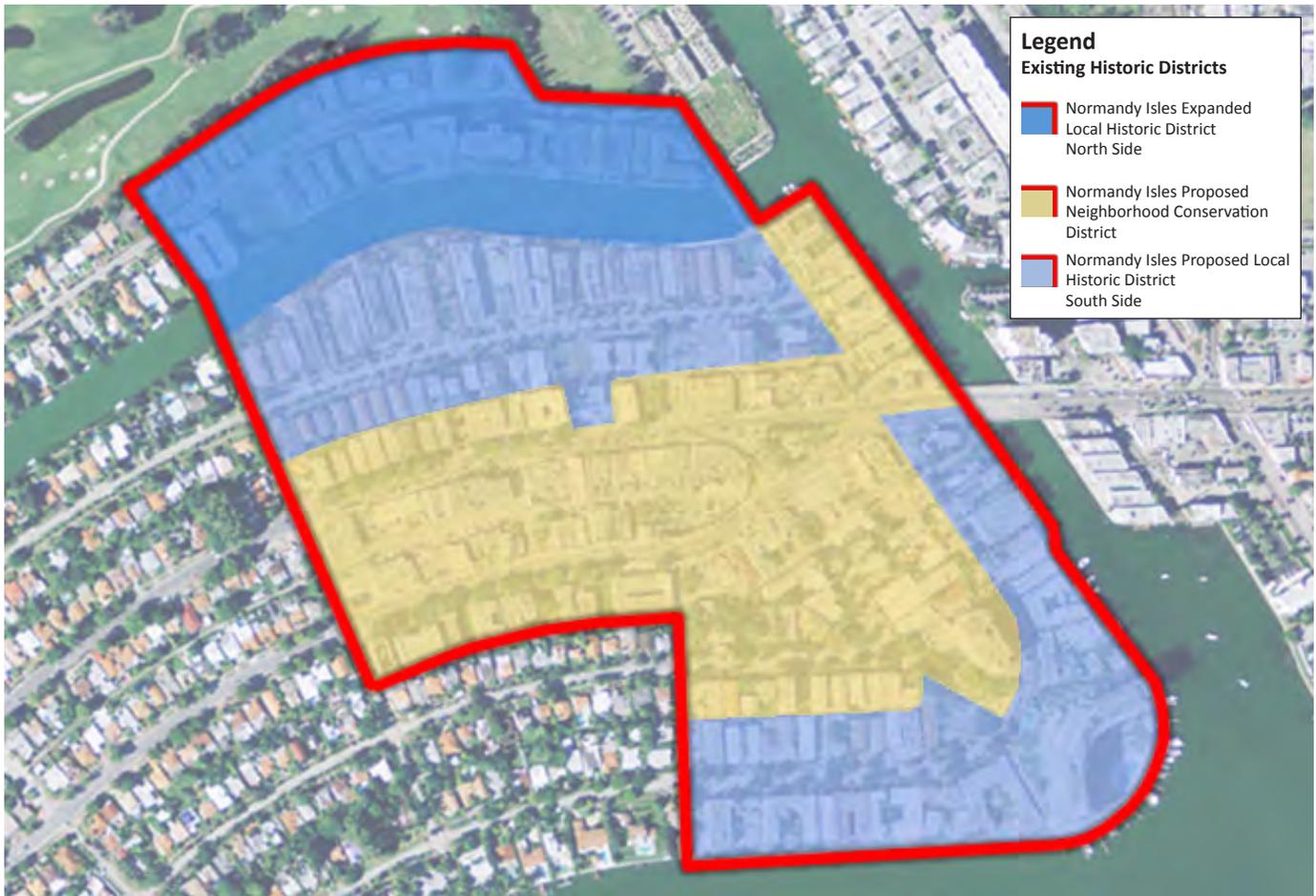
- North Shore East Side: In the North Shore National Register District (see map above), local designation was considered for the structures fronting Harding Avenue (east and west sides), from 87<sup>th</sup> Street to 73<sup>rd</sup> Street as well as the buildings between 73<sup>rd</sup> and 75<sup>th</sup> Streets from Dickens Avenue to the alley between Harding and Collins Avenues were put forth for Local



The map above is derived from a map produced by the City of Miami Beach Planning Department for the Historic Preservation Board in 2014, as part of an effort to locally designate portions of the National Register District.

Designation. The North Shore West Side section is a proposed addition to this designation based on the distinctive character and number of structures.

- Normandy Isle South Side: In the Normandy Isles National Register District (see map on adjacent page), local designation was considered for the structures between Rue Notre Dame and Bay Drive and fronting Marseille Drive as well as the structures from Rue Versailles to Normandy Drive to Brest Esplanade fronting both sides of Bay Drive and from Brest Esplanade to Normandy Drive fronting the Indian Creek Waterway. The Normandy Isles North Side is a proposed addition to this designations based on the high quality and high number of structures.



The map above is derived from a map produced by the City of Miami Beach Planning Department for the Historic Preservation Board in 2014, as part of an effort to locally designate portions of the Normandy Isles National Register District.

## Additional Designations

During the public discussion associated with this project, there was much interest in including the properties along the Tatum Waterway within the Locally Designated District of the North Shore Register District. Similarly within the Normandy Isles National Register District, the properties on the north side of the Normandy Waterway should be added to the Locally Designated District so that both sides of the waterway will have the same rules. The Historic Preservation Board and Planning department staff should continue their work to locally designate those portions of the National Register District.

This leaves the question as to whether or not guidelines are needed specifically for the areas within the federally recognized district that are not within the Locally Designated Districts. The remaining areas can be designated as Conservation Districts. The rules for the conservation districts would be less restrictive than in the Locally Designated Districts. They would be tailored to keep similar:

- Heights and massing of the buildings,
- Setbacks,
- Open space, and
- Exterior building materials.

Rules to discourage the demolitions may also be needed.

## Preservation and Resilience

*The City is preparing to implement Sea Level Rise (SLR) adaptation measures while preserving historic structures.*

- The Historic Preservation Board should be very sensitive to SLR adaptation strategies and work closely with the City's Resilience, engineering, planning, building, capital improvements, public works and transportation staff, in order to ensure that adaptation strategies moving forward are commensurate with the challenge at hand.

# Key Guidelines for New Conservation Districts

The intent of establishing conservation districts is to encourage the preservation of the scale and character of the existing neighborhood. Additional Guidelines need to be established to help with that intent.

Different from Locally Designated Historic Districts, the Conservation Districts enable development control for the renovation and replacement of buildings, yet they allow for more flexibility as they do not give contributing structures legal protection from demolition as would be the case within locally designated historic districts.

The retention and preservation of the character of existing MiMo style buildings in the Neighborhood Conservation Districts should be encouraged and should be performed in accordance with the Post War Modern/MiMo Design Guidelines.

Generally, building modifications should be permitted, as long as they do not destroy the character of the existing building envelope. Specifically, when building alterations are proposed the following elements should be considered in the approval of the design:

- What percentage of the building envelope should be allowed to be demolished?
- What type of renovation/addition is being proposed?
- Will the modification alter the roof top?
- How will the proposed design affect existing appurtenances?
- How will the proposed character alter the integrity of the building?
- Where catastrophic damage to the existing structures occurs, the new building proposal should follow the existing underlying zoning.
- What is the effect of additional uses on the availability of parking on the street?

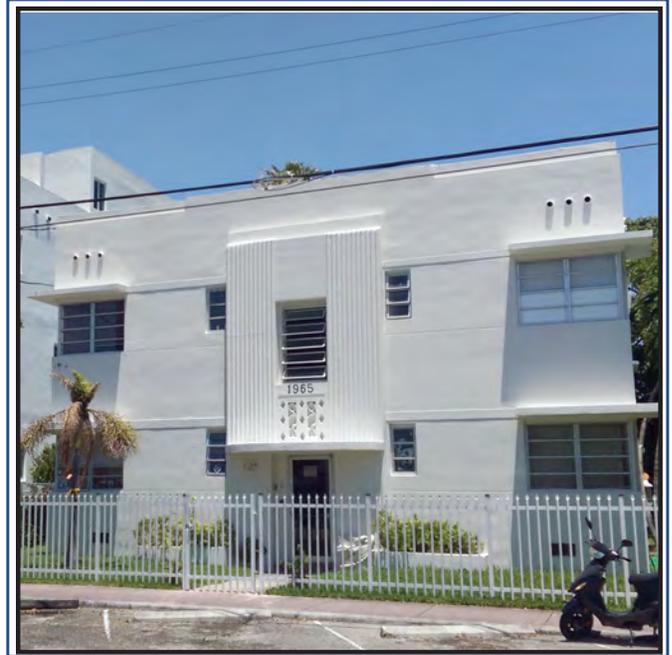
When the time comes to create new conservation districts many new standards shall be created. However, the following are the three most important guidelines given the goals and purposes of this plan.



## No New Curb Cuts

*Curb cuts, the creation of driveways through sidewalks, shall not be allowed except in cases when alley access to required parking is not available. Curb cuts provide a dangerous condition for pedestrians who must confront vehicles in a space presumed to be for pedestrians. Curb cuts also eliminate tree canopy and facilitate parking in the front of lots, making the dominant visual image in historic neighborhoods one of parked cars.*

- No new curb cuts shall be allowed. Sidewalks are to remain continuous and unbroken by private access to private parking facilities. Exceptions may be made in cases when alley access to required parking is not available.
- Where curb cuts currently exist they shall be allowed after redevelopment. However, wherever possible, curb cuts should be returned to sidewalk space as part of new applications in the Conservation Districts. Parking in urban neighborhoods is provided on-street, behind buildings from alleys, and by use of parking garages.
- As the City of Miami Beach raises streets to account for sea level rise the planting strip and sidewalks can be used to ameliorate differences in height from public to private space. Curb cuts and the need to provide vehicular access to private lots thus create a problem. Curb cuts will one day become ramps up to streets. Steep inclines and inadequate turning radii will provide a dangerous transition. As streets are raised the City shall look for opportunities to eliminate curb cuts.



## Avoid the Aggregation of Lots Except in Exceptional Circumstances

*New buildings and building modifications in the Conservation Districts should maintain the existing building envelope. To help ensure this, lots should not be aggregated to create larger structures. In the past, whole blocks have had all their lot lines eradicated in order to produce structures that were out of scale with their context.*

- New structures should be contained within their existing lot lines and observe all applicable setbacks. Lot lines should not be eliminated and lots should not be consolidated for the sake of larger buildings.
- No rights-of-way should be lost to create larger structures. In the past streets have been privatized to create larger building envelopes for development. There should be no further loss of public space in the Conservation Districts.
- Setbacks and parking requirements should not be waived. When new parking is required to be located at the rear of a lot on the alley, this parking requirement should not be waived in the interest of producing a larger building, with habitable floor area at the rear of the building.
- Aggregation may be acceptable in cases in which the new structure which results maintains existing scale and orientation of the surrounding buildings.

## Maintain Existing Scale and Orientation of Surrounding Neighborhoods

*New structures must be comparable in height, massing, and scale to buildings they replace and maintain the historic building-to-street relationships.*

- The underlying land development regulations, Floor Area Ratio requirements, and zoning parameters provide controls that limit development in the proposed Conservation Districts. However, where subjectivity is still required, in general, all new structures shall be comparable in height, massing, and scale to buildings they replace.
- Rooftop and other additions to existing structures are permitted when construction does not require demolition of a substantial portion of the original building envelope.
- When a structure has a facade and entryway facing the street new structures shall continue to maintain that relationship instead of shifting the primary entryway to the sides or backs of buildings.
- On-street parking is limited on Miami Beach; structures with even one additional floor of units may require more parking than is currently available on-street in the Conservation Districts. Therefore, increases of height and increases in the number of units may necessitate parking fees that could go into a fund that would help finance the cost of residential parking facilities.

# Key Implementation Items

## A Summary & Timeline

### Immediate Actions

*These recommendations can be implemented immediately:*

- Regulatory Changes include:
  - Seek to increase residential parking options, potentially by use of strategically placed residential parking lots or structures in the North Beach neighborhoods.
  - Consider removing requirements tied to the provision of easements for alleys.
  - 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 further reducing parking requirements.
  - In parking garages, consider requiring levels above the first-floor to be lined with habitable or leasable space.
  - Remove the civic space requirements from the Design Review Standards for the TC zoning districts.
  - 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 small businesses while attracting regional interests.
  - Consider increasing the height limit for properties within the Town Center.
  - Change the restrictions to enable larger buildings in the Town Center.
  - 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 'Town Center (TC)' district.
  - Consider standardizing FAR limits for all lot sizes.
  - Consider using a Transfer of Development Rights (TDR) program to transfer surplus rights from historic properties to the Town Center; or alternatively consider the use of a Historic Preservation Fund to assist property owners with historic preservation or SLR adaptation.
- Ensure Design Guidelines include:
  - Setback new buildings ten additional feet from the property line along 71<sup>st</sup> 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 71<sup>st</sup> Street, step back at least 25'.
- Create Local Historic Districts, Neighborhood Conservation Districts, and TDR Districts.
- Regulate new construction in the Historic Districts. 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.
- Create a Business Improvement District to help coordinate streetscape improvements, marketing programs and facade improvements.

### Near Term

*These recommendations can be implemented in the near term:*

- Rebuild 71<sup>st</sup> Street as a walkable Main Street.
- Encourage the consolidation of lots in the Town Center District by reducing parking requirements.
- Utilize the Byron Carlyle Theatre site as a catalyst building project.
- Parking Strategies (to both park vehicles and shift to more of a multi-modal island mobility):
  - Create a trolley service that connects the North Beach Trolley to Mid-Beach and South Beach,
  - Create dedicated bus lanes where possible,
  - Convert bike lanes into protected bike lanes,
  - Create new public parking structures if needed,
  - Reduce parking requirements,
  - Synchronize traffic lights, and
  - Plant shade trees to encourage walking/cycling.
- 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.

- Continue to slowly expand the properties owned and operated by the HACMB.
- Encourage regional non-profit housing developers to seek development opportunities on Miami Beach.
- Consider Funding Affordable Housing Construction by Affordable Housing Developer.
- Implement inclusionary housing zoning programs.
- Create a local advisory group that will work with elected officials, City staff and developers to champion affordable housing creation strategies.
- Consider reducing the minimum size of apartments when tied to affordable housing provisions.
- 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.
- 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.
- The City should continue to investigate beach renourishment at 63<sup>rd</sup> Street.
- The City should monitor new advances in beach renourishment practices to help prevent ongoing erosion of the City's beaches.

## Long Term

*These recommendations can be implemented within a longer term:*

## Mid Term

*These recommendations can be implemented within the mid term:*

- Parking Strategies (to both park vehicles and shift to more a multi-modal island mobility):
  - Create intercept parking garages and require the use of trolleys and buses to get around North Beach,
  - Create bike parking stations,
  - Plant shade trees to encourage walking/cycling, and
  - Install electric charging stations.
- Transform the Normandy Fountain area into a vibrant, pedestrian-oriented shopping district with a combination of protection and enhancement of existing buildings.
- Redesign Normandy Drive and 71<sup>st</sup> Street to include wider sidewalks for pedestrians, on-street parallel parking, two traffic lanes, dedicated transit lanes, and protected bike facilities.
- 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. Older buildings should be retrofitted to match new LEED standards for new construction.
- Parking Strategies (to both park vehicles and shift to more a multi-modal island mobility):
  - 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 even more shade trees to encourage walking/cycling.
- In the short- and mid-terms the City must do its best to ensure 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.
- If there isn't room for trees to be planted within the right of way, consider the creation of a tree giveaway program so that homeowners could plant trees within their property.