

Archives



LINCOLN

ROAD

REVITALIZATION

PLAN

PREPARED BY: CITY OF MIAMI BEACH PLANNING DIVISION

CITY OF MIAMI BEACH
MIAMI BEACH COMMUNITY DEVELOPMENT

Murray Mermelstein, Mayor

Richard T. ...

...

...

**THE CITY OF MIAMI BEACH
LINCOLN ROAD REVITALIZATION PLAN**

...

Richard T. ...

The preparation of this Public Document was made possible by funds provided through the City of Miami Beach Community Development Block Grant Program as provided by the United States Department of Housing and Urban Development.

Philip ...
Edward ...
John ...
Ted ...
Henry ...
Richard ...

Mayor's Office, Economic Development Division

...

...

...

Prepared by:

City of Miami Beach Economic Development Department - Planning Division

August, 1981

Howard ...
Ray ...
Michael ...
Lynnda ...
Tom ...
Ken ...
John ...
Dorothy ...

CITY OF MIAMI BEACH

MIAMI BEACH COMMISSIONERS

Murray Meyerson, Mayor

Alex Daoud
Mildred S. Falk
Walter Kaplan
Melvin S. Mendelson
Leonard O. Weinstein
Dr. Simon J. Wikler

Harold T. Toal, City Manager

MIAMI BEACH PLANNING BOARD

Philip Brooks
Aaron Euster
Nat Fechtner
Ted Kipnis
Harry Mildner
Edward Newman
Robert Reilly
Abe Resnick
Leon Sirkin
Molly Stein
Leonard Zilbert

Monte S. Lee, Economic Development Director

Sanford A. Youkilis, Planning Director

Professional Contributions by:

Cynthia S. Chambers, Senior Planner
(principle author & editor)

Jud Kurlancheek, Principle Planner
Richard Rickles, Senior Planner (landscape design)
Earl Hahn, Administrative Assistant
Mitchell N. Harvey, Planner
Armando Valdes, Planning Technician (graphics)
Jorge Gomez, Management Intern (graphics)
Karen Titus, Administrative Aide
Ruth Burzycki, Administrative Secretary
Dorothy Merante, Clerk Stenographer

LINCOLN ROAD REVITALIZATION PLAN

CONTENTS

| | | |
|-----|--|----|
| I. | INTRODUCTION | 1 |
| A. | Lincoln Road Past | 1 |
| B. | Lincoln Road Present | 8 |
| C. | Purpose of the Plan | 8 |
| D. | Lincoln Road District Planning Boundary | 8 |
| E. | Lincoln Road District Development Factors | 10 |
| F. | Relationship to the Comprehensive Development Plan | 14 |
| G. | Foundation of the Plan | 14 |
| H. | Goals and Objectives | 14 |
| II. | THE PLAN | 18 |
| A. | Administrative Actions | 18 |
| 1. | Establishment of Development Incentives | 19 |
| 2. | Construction of Physical Improvements | 22 |
| 3. | Establishment of a Special Taxing District | 40 |
| 4. | Approval of Bond Issue and Establishment of Special Improvement Assessment | 44 |
| 5. | Creation of a Facade Renovation Grant Program | 50 |
| 6. | Improvement of Traffic Circulation | 54 |
| 7. | Improved Tram Service, Hotel Jitney, and Bus Service | 56 |
| 8. | Development of a Merchant Parking Validation Program | 59 |
| 9. | Creation of the Lincoln Road Management and Development Authority | 60 |

| | | |
|-----|---|----|
| 10. | Creation of a Lincoln Road Business Association | 65 |
| 11. | Update of Finance/Licensing Nomenclature | 69 |

B. Zoning Amendments

| | | |
|----|---|----|
| 1. | 6-9 C-3 Central Business District | 72 |
| 2. | 8-5 Mixed Use-Yard, Area and Bulk Requirements | 81 |
| 3. | 9-1 Parking District Established | 83 |
| 4. | 9-2 Off-Street Parking Required | 84 |
| 5. | 9-4 Interpretation of Off-Street Parking Requirements | 85 |
| 6. | 11-1 General Sign Regulations | 87 |
| 7. | 11-2 Zoning District Sign Regulations | 88 |
| 8. | 11-2 Zoning District Sign Regulations | 90 |

III. FACTS AND ISSUES

A. Existing Land Uses 92

B. Development Factors 95

| | | |
|----|---|-----|
| 1. | 23rd Street | 95 |
| 2. | Espanola Way | 96 |
| 3. | Beachfront (Past and Present) | 97 |
| 4. | South Shore Redevelopment | 99 |
| 5. | Collins Park | 100 |
| 6. | Planned Unit Development District (PUD) | 101 |
| 7. | Civic and Convention Center Complex | 102 |
| | a. Convention Center | 102 |
| | b. Theatre of the Performing Arts | 103 |
| | c. City Hall | 103 |
| | d. Proposed Convention Center Hotel | 103 |
| | e. Lincoln Lane West Garage | 104 |
| | f. Garden Center Conservatory | 104 |
| | g. Proposed Botanical Tropical Garden | 104 |
| | h. Proposed Elevated Walkway System | 104 |
| 8. | Miami Beach Architectural District | 106 |
| 9. | Revitalization of Washington Avenue | 107 |

C. Economic Assumptions

TABLES

108

1. Housing

109

2. Office

112

3. Convention Center Hotel

114

MAPS

1. Location Map

2. Economic Forecasts

3. Downtown Sector Map

4. Mall Development Project Map

5. Trading Districts

6. Living Districts

FIGURES

1. Living Map (1973)

2. Living Map (1980)

3. Living Map (1984-1997)

TABLES

| | | |
|------|---|-----|
| I. | Time Table for City Bond Issue | 49 |
| II. | Retail Sales Impact of Office Development | 113 |
| III. | Convention Hotel Visitor - Days | 115 |
| IV. | Retail Sales Impact of Hotel Development | 116 |

MAPS

| | | |
|------|------------------------------|----|
| I. | Location Map | 3 |
| II. | Planning Boundary | 9 |
| III. | Development Factors Map | 12 |
| IV. | Mall Development Factors Map | 13 |
| V. | Taxing Districts | 48 |
| VI. | Zoning Districts | 71 |

FIGURES

| | | |
|------|------------------------|---|
| I. | Lincoln Road 1913 | 4 |
| II. | Lincoln Road 1960 | 5 |
| III. | Lincoln Road 1959-1960 | 7 |

LINCOLN ROAD REVITALIZATION PLAN

I. INTRODUCTION

A. Lincoln Road Past

The history of Lincoln Road began in 1912, when Carl Graham Fisher, an Indianapolis millionaire, developed a main street from Biscayne Bay to the Atlantic Ocean and named it Lincoln Road (See Location Map on page 3). The first building, Fisher's home, was constructed on Lincoln Road in 1915. An office building, hotel, church, bank and several commercial buildings followed, culminating in the formation of the first Lincoln Road Property Owners Association in the 1920's.

During the 1930's, Miami Beach became an American paradise, synonymous with escape to tropical sun, sea and entertainment. The idea of a high quality resort open to all who could afford its many pleasures was so phenomenally successful that it became not only a winter escape for people from northeast cities but also a model resort known and emulated worldwide for its glittering white hotels built on the edge of a seven mile beach. Miami Beach set an international standard for modern commercial luxury. Entrances to hotels were landscaped with lush, tropical plants; large lobbies opened to poolside terraces by the beach; large rooms overlooked the ocean; and ballrooms and banquet rooms were designed for large scale musical revues by the most popular entertainers and musicians of the day.

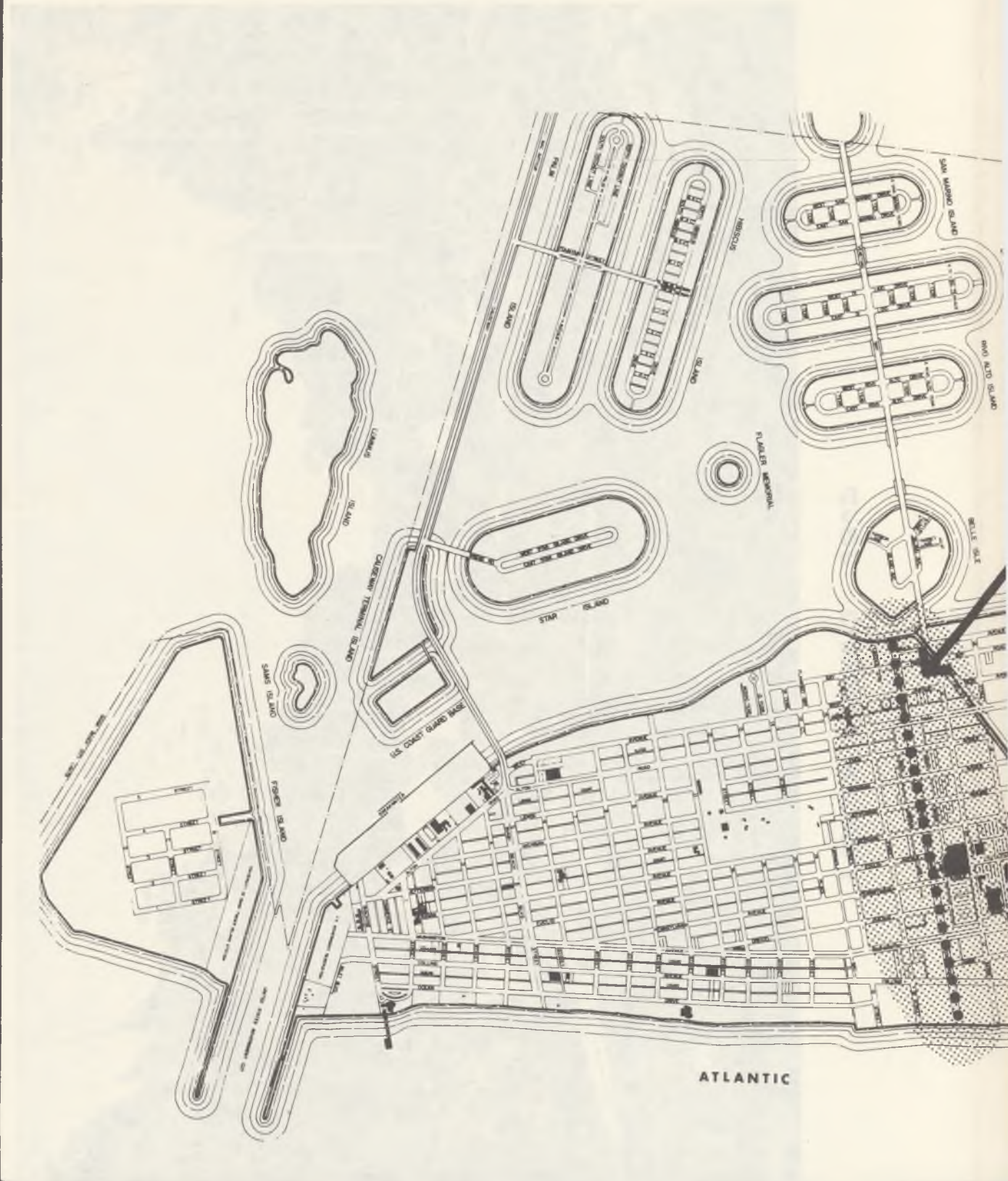
As the City grew, retail stores, banks, and office buildings began to locate along Lincoln Road. By the end of the 1930's, quality specialty stores were establishing branches on Lincoln Road which led to its growing image as the "Fifth Avenue of the South".

Throughout the 1940's and 1950's, Lincoln Road continued to enjoy a prosperous and highly active role in the City's economic growth and resort image. Shoppers on Lincoln Road were attracted by the unparalleled quality and variety of goods and services.

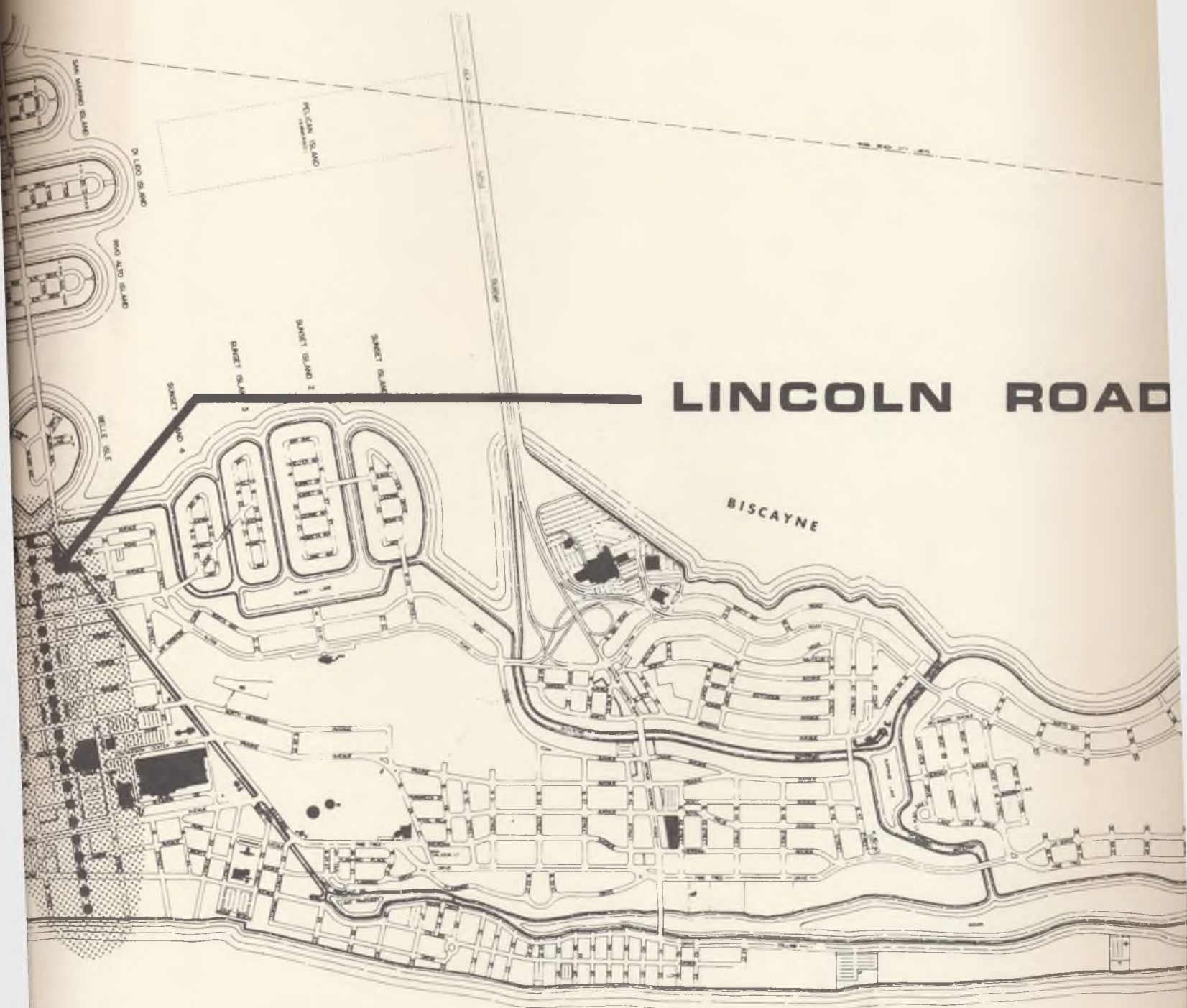
In 1957, retail figures for Miami Beach totaled \$144,217,000 with more than a third spent on Lincoln Road. The gross sales per square foot was \$129.96 with \$100 per square foot the standard of excellent sales.



LOCATION PLAN
LOCATION MAP



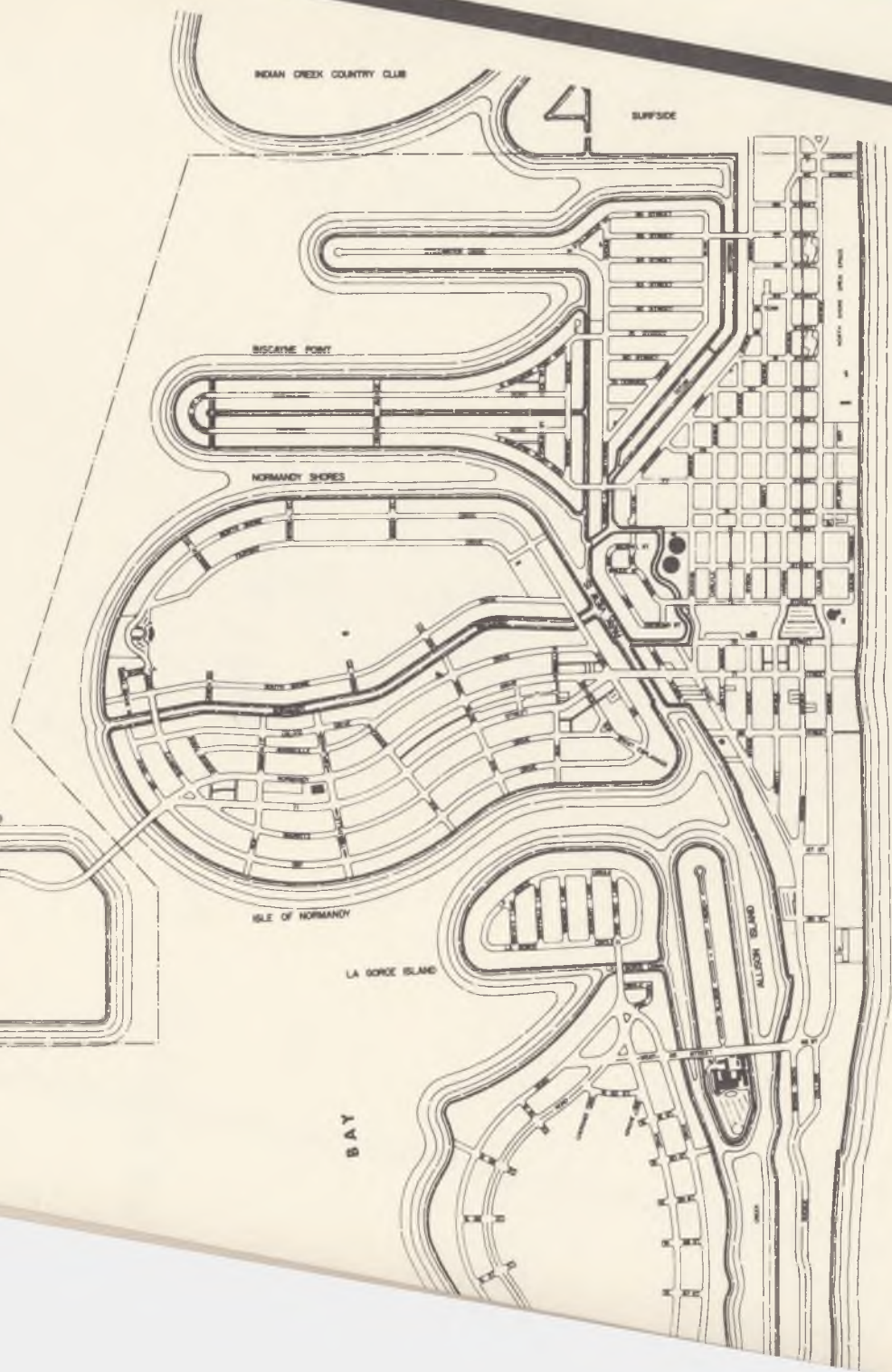
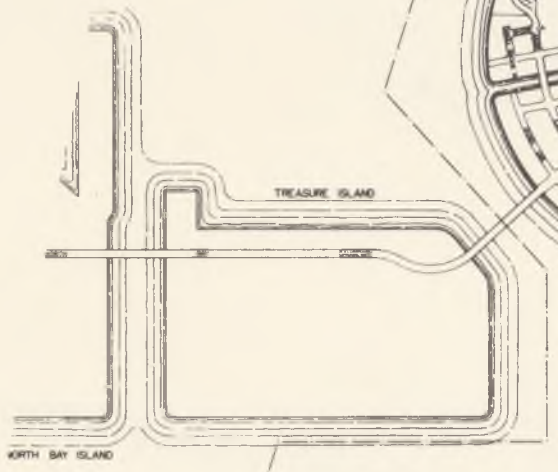
LINCOLN ROAD
City of Miami Beach



LINCOLN ROAD

BISCAYNE

ROAD REVITALIZ
ch Planning Division - July 1981



LOCATION PLAN LOCATION MAP



LINCOLN ROAD 1913

LINCOLN ROAD WALL LINCOLN CONSTRUCTION
1913



**LINCOLN ROAD MALL UNDER CONSTRUCTION
1960**

As development continued to press northward on Miami Beach and as the population of Miami expanded further into the suburbs, property owners on Lincoln Road began thinking of methods to maintain the high capture rate enjoyed by merchants. One of the more innovative techniques proposed the closure of Lincoln Road to vehicular traffic.

In 1957, the Lincoln Road Progress Association, composed of Lincoln Road property owners and retailers, engaged architect Morris Lapidus to prepare plans for a pedestrian shopping mall. Released to the public in 1958, the plan received widespread local approval and national recognition. The mall concept was planned to attract vacationers in the northern hotels and capture some of the growing Dade County market. Hopefully, Lincoln Road, as a pedestrian mall, would become a tourist attraction drawing over 3,000,000 visitors/shoppers a year.

During 1959, traffic and parking studies were undertaken to assess the impact of street closure on local traffic. The results of the study indicated that 17th Street, in conjunction with 16th Street, would be sufficient to carry the additional traffic caused by closing Lincoln Road from Alton Road to Washington Avenue. Also, it was determined that the loss of metered spaces on Lincoln Road (parking meters had been installed in 1946) could be compensated by decking the Lincoln Lane Parking area.

On June 2, 1959, the City Charter was amended to permit the construction of the Mall and to allow for assessments against abutting properties. On November 3, 1959, a freeholder election was held to authorize the sale of general obligation bonds, totaling \$600,000 for construction of the Mall (55.8% of the registered voters came to the polls with 76.6% voting in favor of issuing the bonds).

On July 20, 1960, bonds were sold and the official groundbreaking was held on August 1, 1960. Construction costs were assessed to 59 owners of 65 parcels along Lincoln Road to be repaid over 10 years. The Mall opened on schedule in November of 1960.

Although the Mall was considered an artistic success, many of the quality stores closed during the 1960s and 1970s and the dream of restoring Lincoln Road to its original preeminence was never achieved.



LINCOLN ROAD 1959



LINCOLN ROAD 1960

B. Lincoln Road Present

Although Lincoln Road can no longer be touted as the "Fifth Avenue of the South", it is still recognized as the City's primary business and commercial district.

An analysis of sales volumes in the many retail establishments on Lincoln Road-Mall indicates that the volume of gross sales has fluctuated from year to year, but remains significant. In 1978, gross sales for 47 retail establishments sampled on Lincoln Road-Mall totaled approximately \$43,200,000. As suggested by studies initiated prior to the preparation of this revitalization plan for Lincoln Road, including the report entitled Lincoln Road -Preliminary Analysis, Lincoln Road-Mall is expected to absorb a substantial proportion of the City's share of new multi-family housing and prime office space. Consequently, additional disposable income will be introduced into the area's economy. The above cited report states that "based upon average household expenditures by category and estimated capture rates by Lincoln Road merchants, each 100 units of housing is estimated to guarantee approximately \$140,000 annually in Lincoln Road sales". It is also estimated that each 10,000 square feet of office space will generate total retail sales of \$68,000 annually, while each 100 hotel rooms are estimated to generate \$510,000 of retail sales annually.

C. Purpose of the Plan

In an attempt to recapture the luxury tourist market and local residents who once enjoyed shopping on Lincoln Road-Mall, the City has called for the preparation of this revitalization plan. The purpose of this plan is to provide a strategy capable of producing comprehensive redevelopment, that is, new private construction and rehabilitation in concert with new public improvements. Specific recommendations for both public and private development are proposed as well as general administrative actions to guide future rehabilitation and new development.

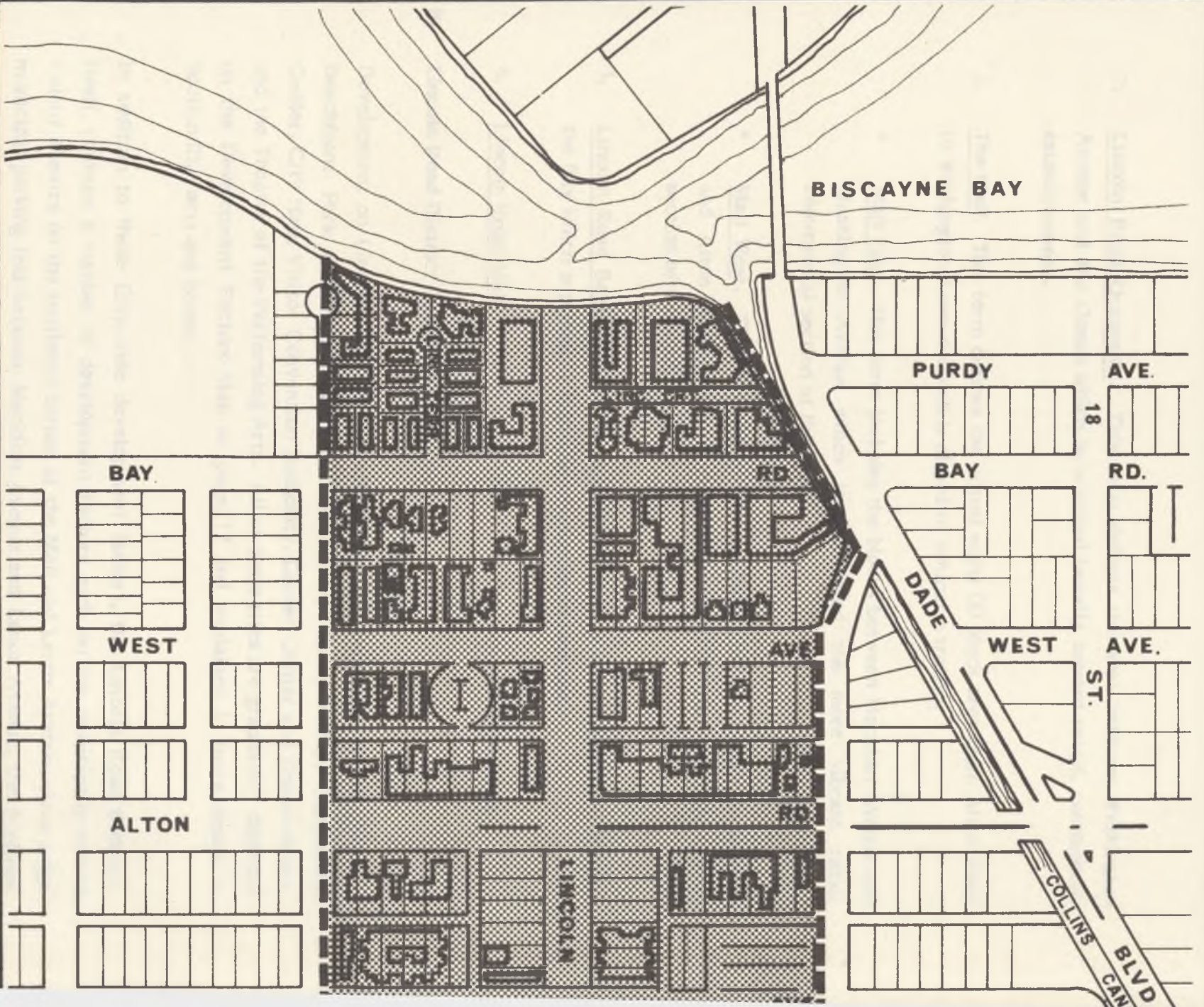
D. Lincoln Road District Planning Boundary

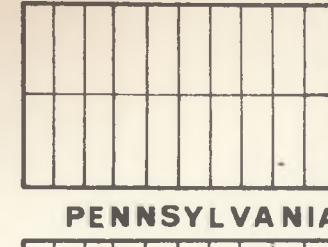
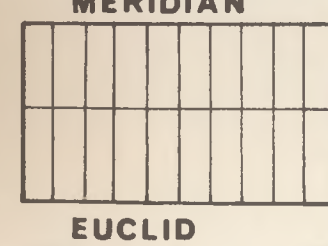
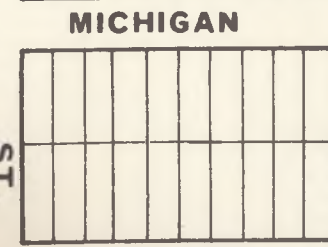
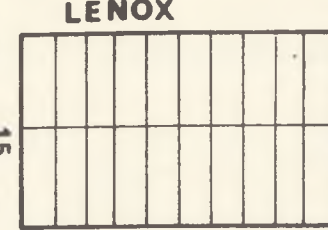
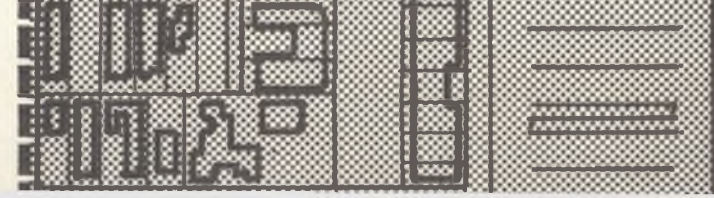
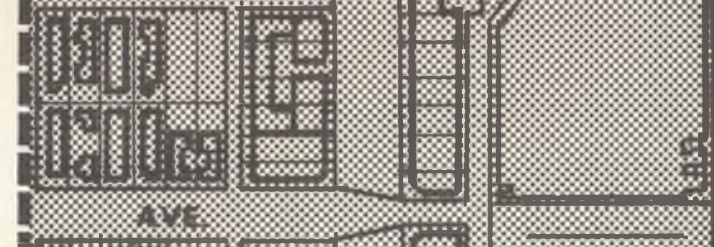
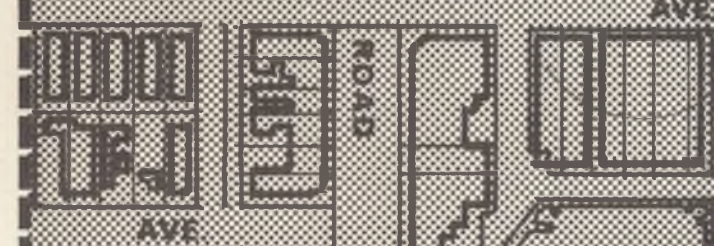
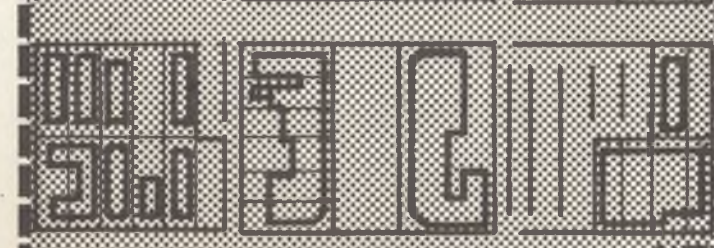
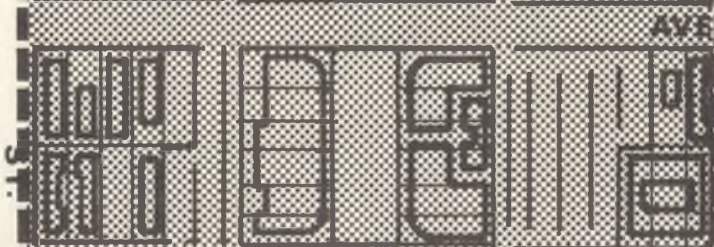
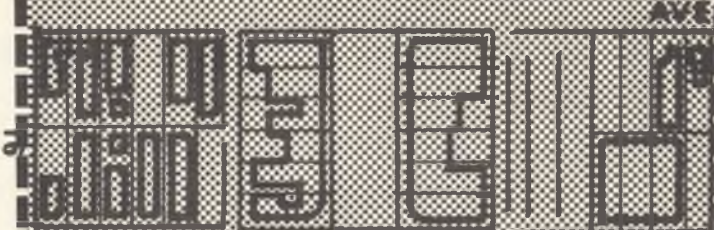
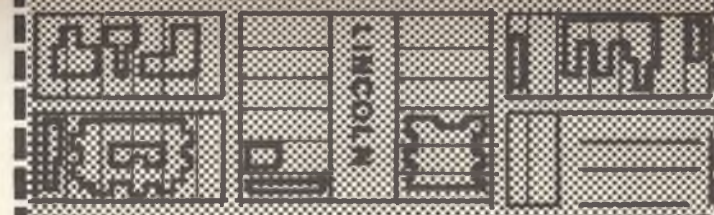
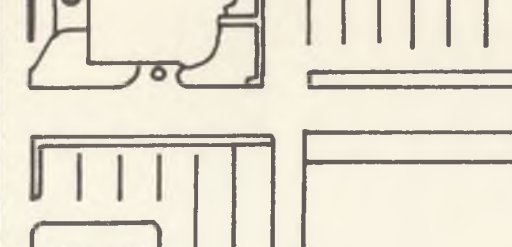
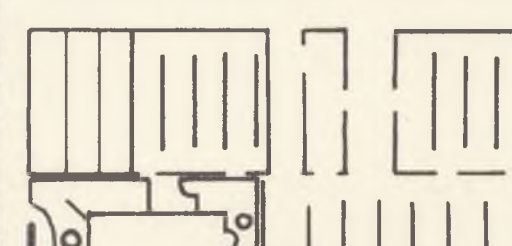
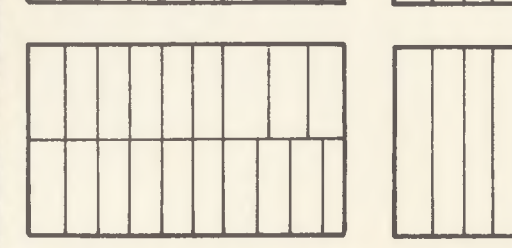
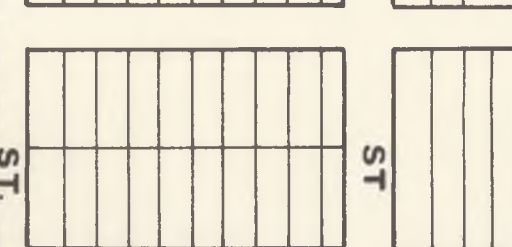
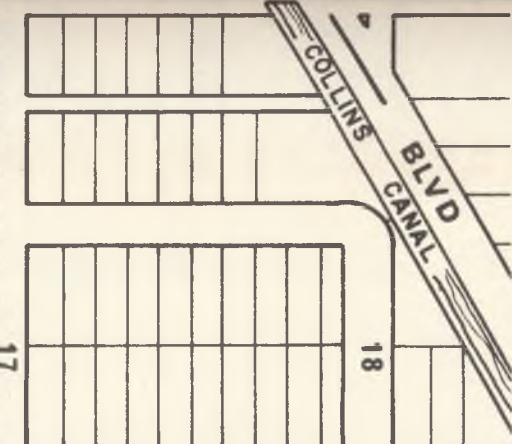
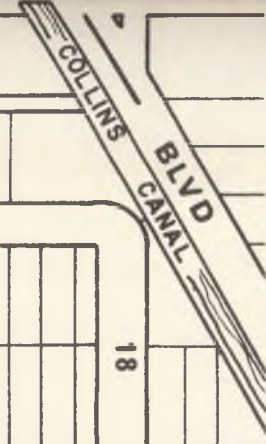
The Lincoln Road District is bounded by the Atlantic Ocean on the east, Biscayne Bay on the west, 17th Street on the north, and 16th Street on the south (See Planning Boundary Map on page 9). In order to provide clarity, the following terms are defined:



LINCOLN
City of Miami Beach

PLANNING





LENOX

MICHIGAN

JEFFERSON

MERIDIAN

EUCLID

PENNSYLVANIA

15

ST.

17

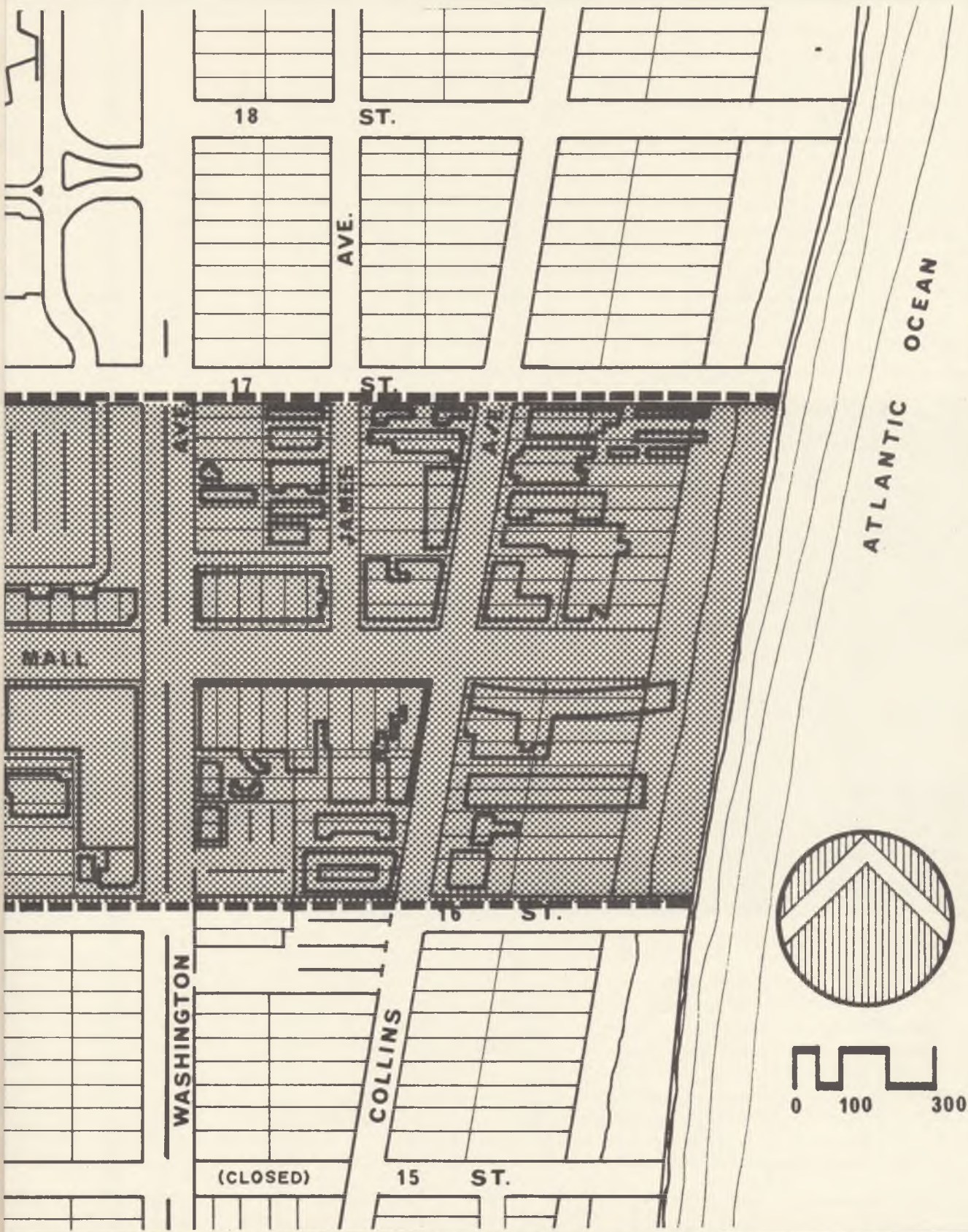
ST.

18

ST.

ROAD REVITALI

each Planning Division - July 1981



ZATION PLAN
PLANNING BOUNDARY

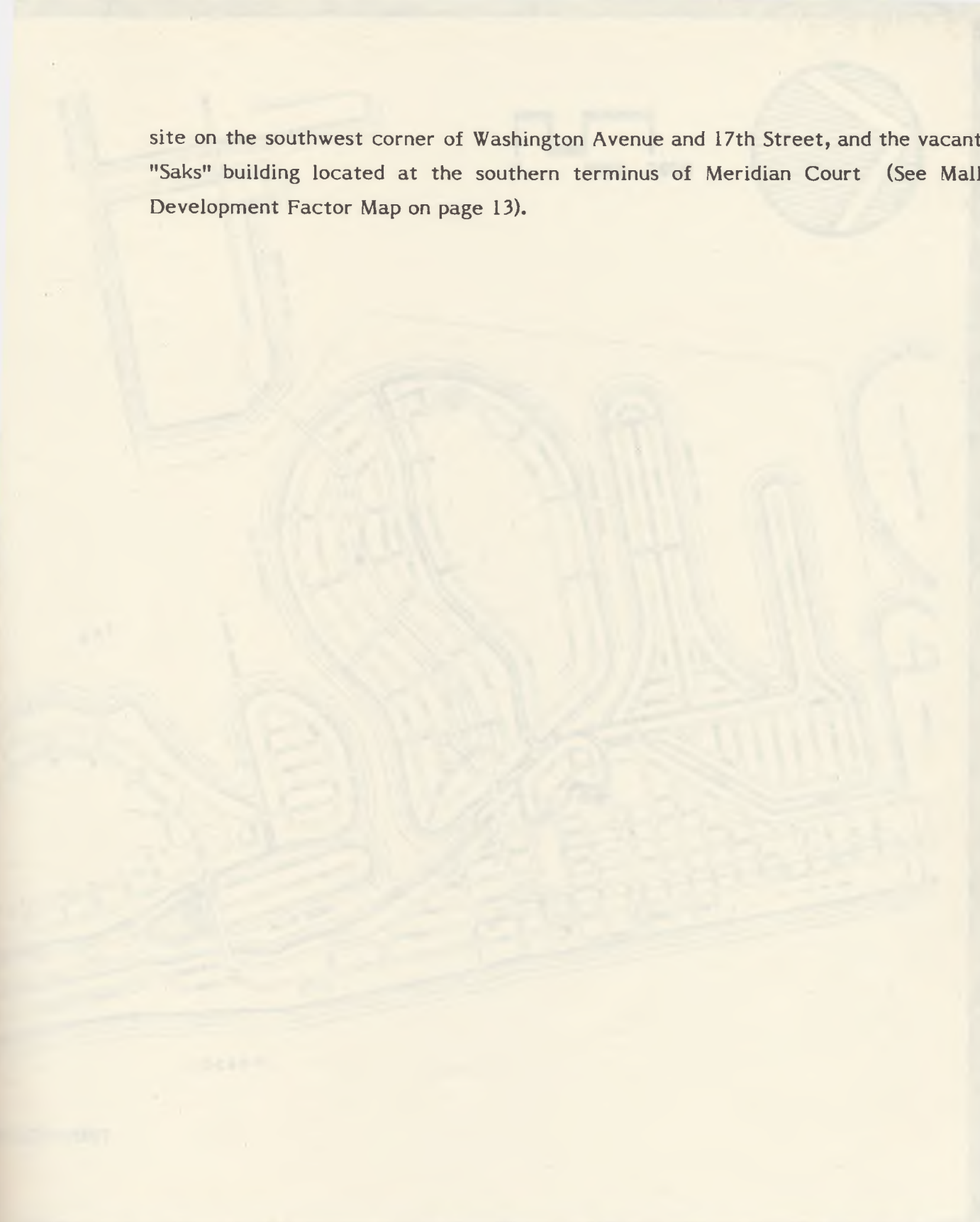
1. Lincoln Road Oceanside. This term defines the area between Washington Avenue and the Ocean which is oriented heavily toward retail, commercial establishments.
2. The Mall. This term defines the actual eight (8) block area from Alton Road to Washington Avenue which is closed to vehicular traffic.
 - * Mall East. This term includes the blocks between Meridian Avenue and Washington Avenue which is considered the more vibrant retail commercial section of the Mall.
 - * Mall West. This term comprises the blocks between Meridian Avenue and Alton Road which is considered the less commercially active section of the Mall.
3. Lincoln Road Bayside. This term defines the area between Alton Road and the Bay which is primarily high-rise residential in land use.
4. Lincoln Road-Mall. This term includes all of the above defined areas.

E. Lincoln Road District Development Factors

Development on Lincoln Road-Mall is affected by the proximity of the proposed Beachfront Park and Promenade, Atlantic Ocean, Biscayne Bay, Convention Center, City Hall, Visitor Convention Authority, Garden Center and Conservatory, and the Theater of the Performing Arts. All of these sites are graphically depicted on the Development Factors Map on page 12 and explained in more detail in Section III, Facts and Issues.

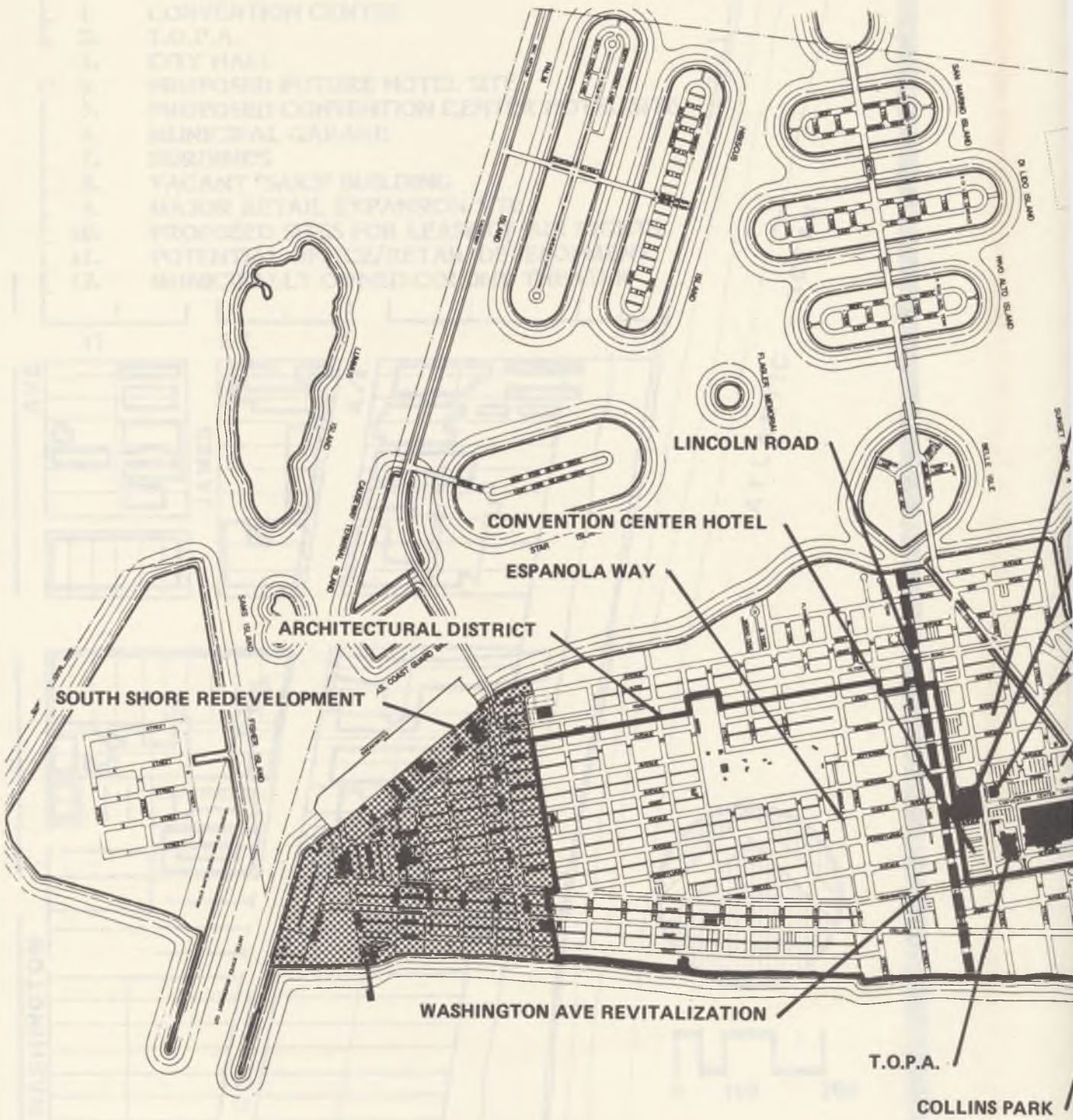
In addition to these City-wide development factors, the Lincoln Road District, itself, contains a number of development factors such as: the municipally owned Colony Theatre on the southeast corner of the Mall and Lenox Avenue, three large municipal parking lots between Meridian Avenue and Lenox Avenue, the Burdines building on the corner of Meridian Avenue and 17th Street, the City's five-story municipal parking garage on 17th Street, the proposed Convention Center Hotel

site on the southwest corner of Washington Avenue and 17th Street, and the vacant "Saks" building located at the southern terminus of Meridian Court (See Mall Development Factor Map on page 13).

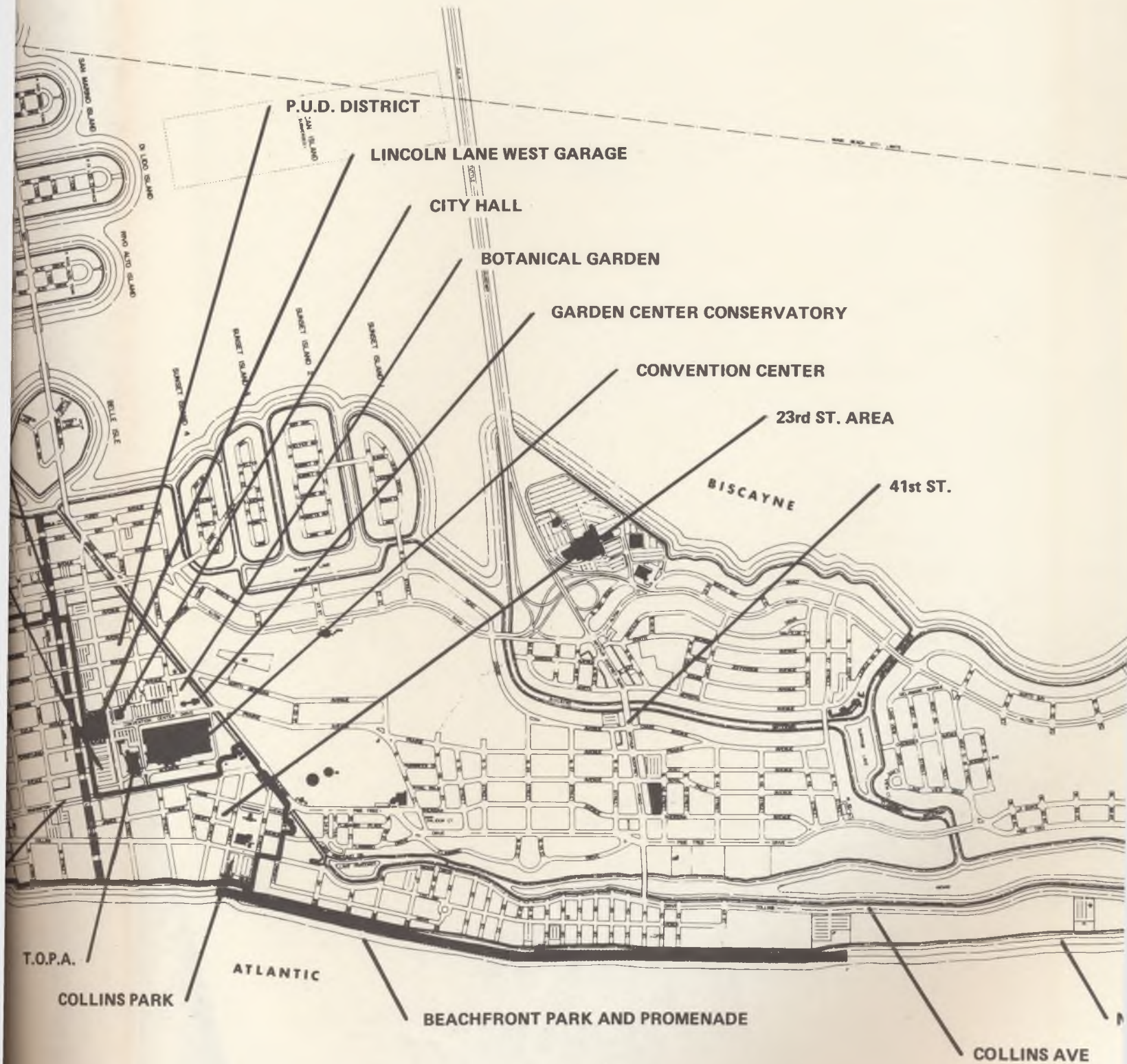


ATION PLAN
DEVELOPMENT FACTORS

LEGEND



LINCOLN ROAD
City of Miami Beach



P.U.D. DISTRICT

LINCOLN LANE WEST GARAGE

CITY HALL

BOTANICAL GARDEN

GARDEN CENTER CONSERVATORY

CONVENTION CENTER

23rd ST. AREA

BISCAYNE

41st ST.

T.O.P.A.

ATLANTIC

COLLINS PARK

BEACHFRONT PARK AND PROMENADE

COLLINS AVE

ROAD REVITALIZATION

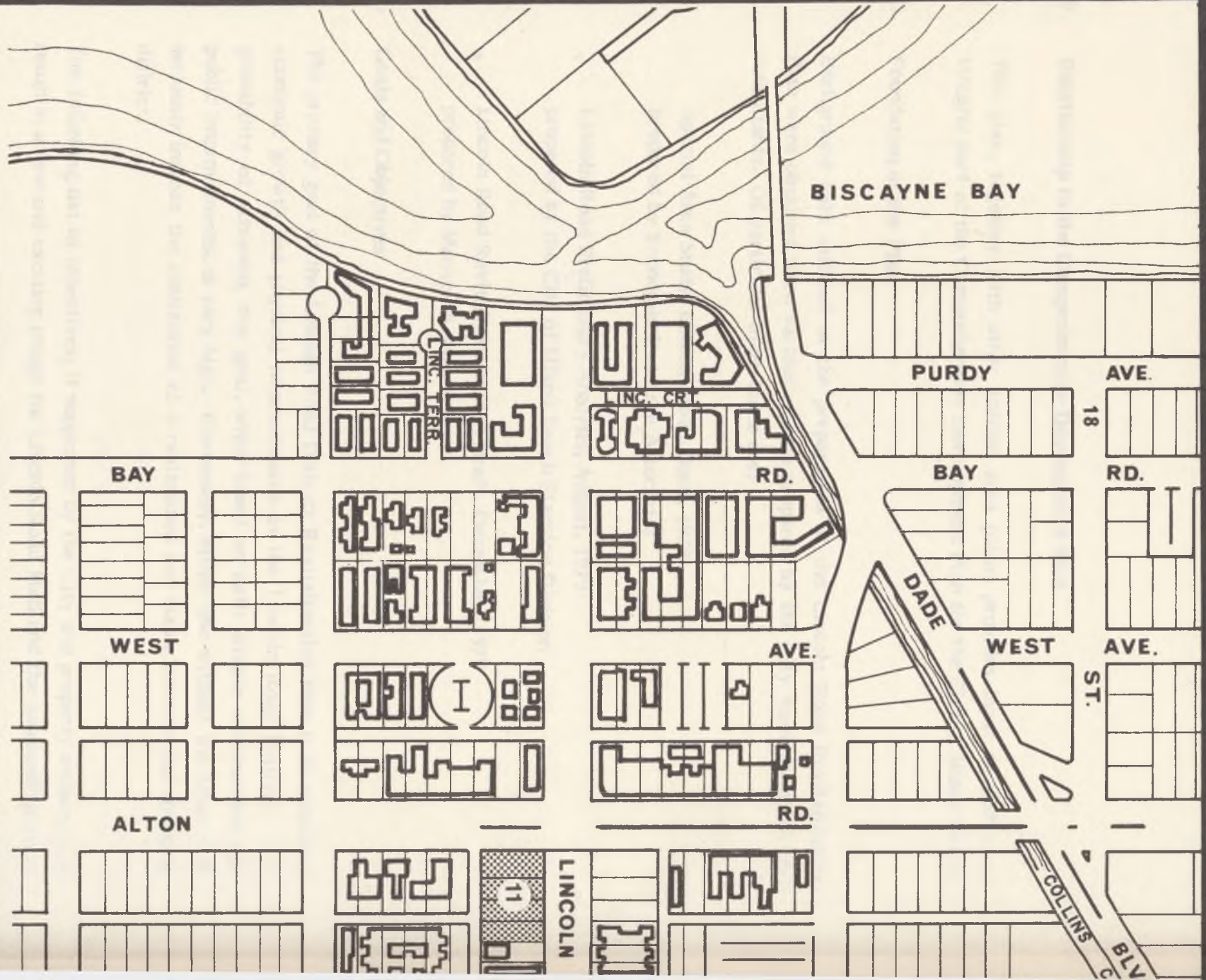
each Planning Division - July 1981



IZATION PLAN DEVELOPMENT FACTORS

City of Miami Beach

LINCOLN

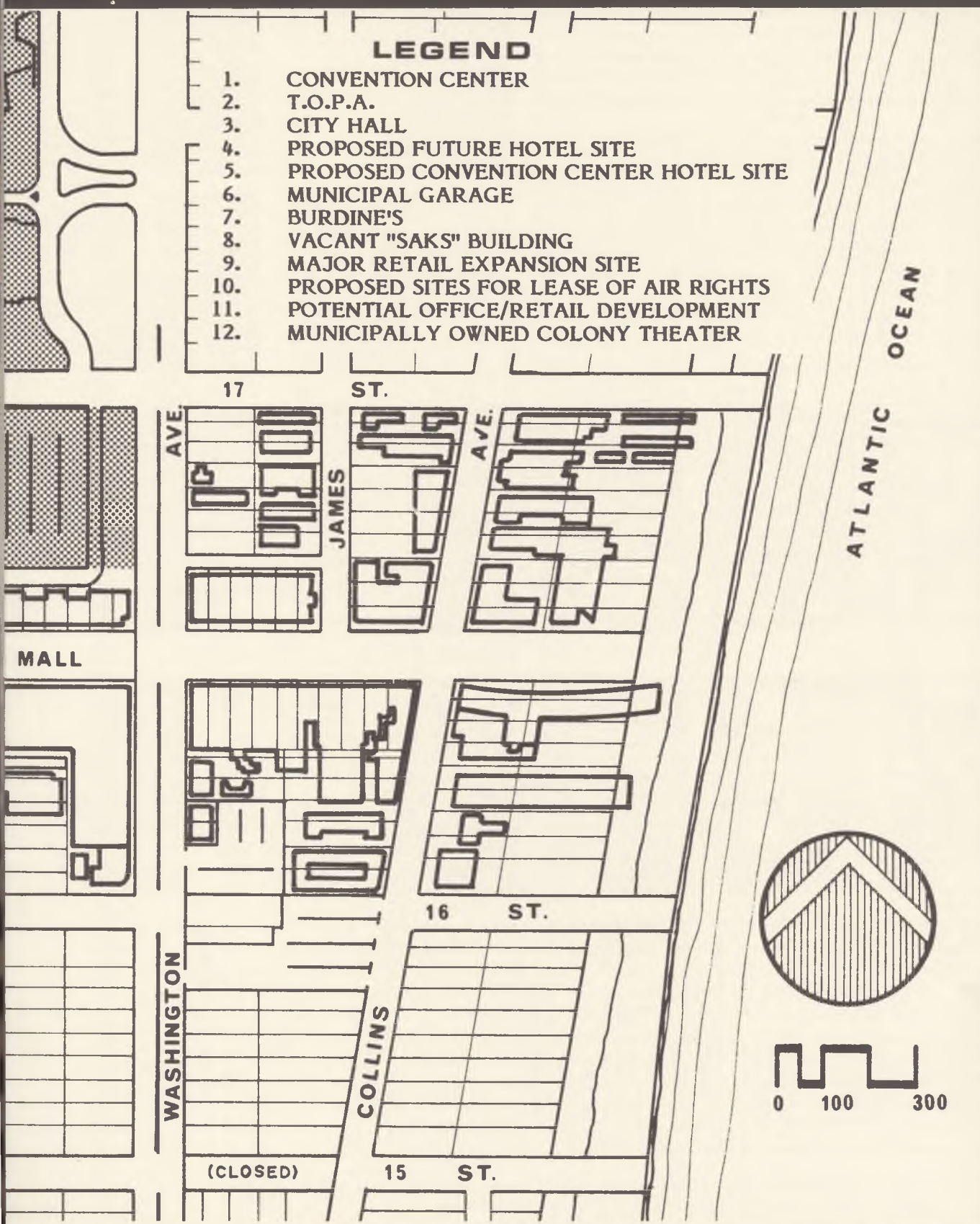


ROAD REVITALIZATION



LEGEND

1. CONVENTION CENTER
2. T.O.P.A.
3. CITY HALL
4. PROPOSED FUTURE HOTEL SITE
5. PROPOSED CONVENTION CENTER HOTEL SITE
6. MUNICIPAL GARAGE
7. BURDINE'S
8. VACANT "SAKS" BUILDING
9. MAJOR RETAIL EXPANSION SITE
10. PROPOSED SITES FOR LEASE OF AIR RIGHTS
11. POTENTIAL OFFICE/RETAIL DEVELOPMENT
12. MUNICIPALLY OWNED COLONY THEATER



LOCATION PLAN MALL DEVELOP. FACTORS

F. Relationship to the Comprehensive Development Plan

This plan, together with other special area plans, provides input to and is an integral part of the Comprehensive Development Plan for the City of Miami Beach.

G. Foundation of the Plan

Background data utilized in the preparation of the Lincoln Road Revitalization Plan were obtained from various reports prepared by the City Administration and consultants. Of particular importance are:

- * Special Area Study, Lincoln Road, June, 1979
prepared by Economic Research Associates

- * Lincoln Road Preliminary Analysis, August, 1979
prepared by the City of Miami Beach Planning Division

- * Lincoln Road Revitalization Plan Draft, December, 1979
prepared by Moncelli Associates

H. Goals and Objectives

The primary goal of the Lincoln Road District Revitalization Plan is to stimulate economic growth and physical improvements in the Lincoln Road District. The probability of achieving this goal, when based on both private construction and public improvements, is very high. Conversely, either one without the other may seriously impede the realization of a revitalized and viable commercial shopping district.

The following list of objectives, if supported by the City and property owners, will result in a new and exciting image for Lincoln Road Mall and the surrounding area:

1. Coordinate and expedite all review and permit procedures such as conditional uses, variances, building permits, etc. to provide prospective developers with rapid feedback on the status of their proposal's compliance with the Plan.
2. Coordinate Lincoln Road-Mall retail/economic revitalization planning with planning and promotion of nearby areas such as Convention Center, Theatre of the Performing Arts, and Beach development and replenishment.
3. Promote multi-family housing construction in the Lincoln Road District as part of the redevelopment strategy.
4. Promote the redevelopment of existing hotels in the area and encourage new hotel development which is designed for connection of lobbies and activity areas to the Mall.
5. Encourage the provision of recreational and functional transportation services, i.e. trolley service between Lincoln Road-Mall and the hotels on Collins Avenue.
6. Encourage active retail and service uses on the ground level of all buildings fronting on Lincoln Road-Mall.
7. Promote the use of air rights over open municipal parking lots to enable developers to provide parking for residential developments on the Mall.
8. Promote a high level of maintenance for all exterior elements on buildings, including facade, awnings, signs, lights, window displays, etc.
9. Coordinate capital improvements planning for the City with the implementation schedule for the public sector elements of the Lincoln Road Revitalization Plan.
10. Establish new parking requirements for commercial and residential development within the Lincoln Road District.

11. Promote the establishment of a taxing district to provide funds for mall improvements and management, maintenance and promotional programs.
12. Provide bus shelters at intersections of Alton Road and Lincoln Road, Washington Avenue and Lincoln Road and other intersections as designated in the City's bus shelter program.
13. Promote design of attractive, safe, pedestrian areas within the Lincoln Road District.
14. Encourage the planting of shade-giving trees species on Lincoln Road-Mall and on streets intersecting the Mall.
15. Create design standards to guide improvements of existing structures on Lincoln Road-Mall.
16. Promote the reuse of architecturally unusual and valuable buildings and the combination of existing buildings with new development where possible.
17. Promote the development of a private management organization to supervise storefront maintenance and window displays and to coordinate advertising and evening shopping hours.
18. Institute activity programs for various age groups on the Mall.
19. Create design guidelines to address public improvements on Lincoln Road-Mall.
20. Establish new signage regulations to provide for the advertising of approved accessory uses on the Mall and publicly sponsored promotional activities.
21. Provide convenient and attractive access to the Mall from the Convention Center Complex via a system of elevated walkways, interconnecting landscaped areas and plazas.

22. Encourage the upgrading and improvement of the tram service operating on the Mall.

23. Improve traffic circulation in and around the Lincoln Road District.

The Commission has also considered the possibility of the City Council taking the responsibility of providing and operating a tram service on the Mall and the surrounding area. The City has proposed a number of administrative actions to be taken in connection with the operation of the tram service. These include the following:

II. THE PLAN Establishment of Use Rights for Existing Residential

A. Administrative Actions Use of Use Rights for Existing Residential

Achieving the goals and objectives identified in this Plan will require the establishment of programs and guidelines to channel rehabilitation and new development in a unified and orderly direction. The City has proposed a number of administrative actions to encourage revitalization of the Lincoln Road-Mall. These include the following:

The City has proposed residential development, to wit, by amending the zoning regulations in the U-2 district to permit the use of air rights and transferable use rights for residential development, and to encourage such use and development along and through the

One of the problems addressed by prospective developers is the inability to obtain the zoning requirements for residential development on the lot. This problem is particularly evident for those developers seeking property located between the Mall and residential zoning districts. In these areas, acquisition of additional lot area through building is not possible and if the City wishes to promote development on the ground line of Lincoln Road Mall, such an alternative should be provided. The Board of Ordinance recommends that developers who wish to acquire residential property on the north side of Lincoln Road Mall between Lincoln Avenue and Lincoln Avenue be provided the opportunity to use air rights over existing residential lots for the purposes of residential housing for the residential district.

For residential zoning in the U-2 district, the City shall consider projects for the purpose of zoning districts that are within the U-2 district to U-2A and U-2B.

in order to utilize the use of air rights, a provision shall be required to allow residential development on the Mall Street (Lincoln Road) side of the U-2A and U-2B districts. The Board recommends that the City

1. Establishment of Development Incentives

a. Provision for the Use of Air Rights for Parking Facilities

One of the key requisites to physical revitalization and restoration of economic viability of Lincoln Road is the stimulation of residential development near or on the Mall. Increased revenues will be generated; and improved economic viability will attract new retail store operators.

The City can promote residential development, in part, by amending the zoning regulations in the C-3 District to permit the use of air rights over municipal parking lots by developers of residential structures when said structures abut said municipal lots.

One of the problems expressed by prospective developers is the inability to meet the parking requirements for residential structures on the Mall. This problem is particularly evident for those developers owning property located between the Mall and municipal parking structures. In these cases, acquisition of adjacent lots to provide parking is not possible and if the City intends to promote retail uses on the ground floor of Lincoln Road Mall, then an alternative should be provided. The Planning Division recommends that developers, who wish to provide residential structures on the north side of Lincoln Road Mall between Lenox Avenue and Meridian Avenue be provided the opportunity to use air rights over existing municipal lots for the provision of exclusive parking for the residential structure.

Any applicant wishing to use air rights over the above mentioned properties for the provision of parking facilities may petition the City Commission to utilize the appropriate lots.

In order to qualify for the use of air rights, a developer should be required to have a minimum frontage on the Mall of one hundred fifty (150) feet. This would enable two (2) developments per block since the

blocks are 300 feet in width with the exception of the block between Lenox and Michigan Avenues which is 320 feet in width.

All proposed residential developments having frontage on Lincoln Road Mall should provide commercial uses on the ground floor. Although desirous of new residential development, the City should promote the retention of retail space on Lincoln Road Mall since the primary intent of the Plan is to enhance the retail environment.

b. Density Increase

In cases where new residential developments can utilize air rights, the City should consider increasing the allowable density for residential developments by 40%. (Currently, the City provides for a 40% density increase for hotels and motels)

This recommendation is based upon the fact that the increase in building mass will be minimized by the transfer of parking to municipal lots.

c. Free and Discount Parking

The City should also provide free night time parking for occupants of new residential developments within four hundred (400) feet of existing municipal lots within the Lincoln Road District. This can be accomplished by providing one (1) night time only parking decal to each owner of a residential unit. This recommendation is based upon the fact that the number of one (1) bedroom households having two (2) working adults is growing and many persons would be reluctant to purchase a residential unit on Lincoln Road if adequate parking was not available. Inasmuch as the City is attempting to attract younger couples who often own two (2) vehicles, such a proposal may help achieve this objective.

The City may also wish to discount the price of a parking permit for new residential developments in the Lincoln Road District. Currently, the fee is \$200.00 per year, \$125.00 per six months, or \$30.00 per month. (As of June, 1981)

d. Relaxation of the Parking Requirement

In cases where new residential developments can utilize parking permits, the City should consider the relaxation of the parking requirements. It is recommended that the parking requirement be reduced to one (1) space per unit regardless of the number of bedrooms. It is also recommended that new retail commercial development on the Mall be exempt from the current parking requirements.

e. Provision of Credits for Commercial Structures and Uses

Stimulating redevelopment and upgrading of commercial uses on Lincoln Road-Mall may be accomplished by providing a parking space credit system. The current Zoning Ordinance works as a barrier to new construction because it requires the provision of a full compliment of parking spaces when an existing building is demolished; and in the case of Lincoln Road-Mall, many of the establishments were built without parking and current owners have no room to meet the requirements if new construction is considered.

As proposed, the parking credits would enable owners of existing commercial uses to assign parking space credits based upon the current zoning ordinance to new commercial uses. This recommendation should encourage owners of deteriorated structures on Lincoln Road to demolish existing structures and construct new developments having retail businesses at the ground floor level rather than at grade parking. To safeguard against incurring future costs to provide additional municipal parking, if warranted, the City might consider assessing a fee for each parking space credit issued.

2. Construction of Physical Improvements

a. Storefront Awnings

One of the critical problems related to shopping on Lincoln Road-Mall is the lack of sufficient shading from the sun and rain. Also, in cases where awnings do exist, the awnings are often faded, torn, or too narrow. This creates an unsightly visual environment in addition to inadequate shading.

It is recommended that each block on Lincoln Road-Mall be outfitted with an awning frame that will provide a unified awning depth of twelve (12) feet from the face of the building to the edge of the tram path. This will create a cool, shaded and pleasant corridor for window shopping and pedestrian movement.

The design of these canopies may vary from block to block depending on the architecture of the existing structures: Contemporary, Mediterranean, Art Deco, etc.

b. Sidewalks

Sidewalks on the Mall. Improving the Mall will also require reconstructing the Mall surface to provide a neat, orderly, attractive pedestrian environment. The materials to be utilized for paving the Mall shall be limited to interlocking block pavers in the Mall area between the tram path and pigmented concrete paving on the tram path and sidewalk areas adjacent to the storefronts.

The use of concrete paving along the storefronts is recommended primarily due to lower construction costs, ease of pedestrian and tram movement, and minimization of conflicts with storefront designs. Also, the concrete paving should be extended across the street intersection to emphasize the continuation of the Mall and the pedestrian environment.

The total width of the paving strip shall be approximately twenty-five (25) feet and shall be edged by a decorative raised border. The purpose of the raised border is to focus attention on Lincoln Road-Mall as a pedestrian environment.

The type of interlocking block pavers shall not be specified in this Plan, however the color of the pavers should blend with the concrete paving. It is recommended that colors of the pavers be limited to two (2) complimentary shades which need not include the pink shade associated with Miami Beach sidewalks. The use of a second color may be used as a means of accenting activity areas such as seating plazas, drinking fountains, and information centers.

Sidewalks off the Mall. One of the problems identified with Lincoln Road Mall is the lack of a visible pedestrian connection between 17th Street, the Convention Center site and the Mall.

The City should promote the upgrading of Meridian Court, for example, since many conventioners are attracted to this area by Burdines. Replacing the existing concrete sidewalks with pavers will help lead persons to the Mall. These pavers should be of the same color as those used in the center of the Mall and on the sidewalk area in front of the stores.

New sidewalk treatment, in accordance with the design guidelines of this Plan, should also be undertaken along Washington Avenue, Meridian Avenue, Jefferson Avenue, Michigan Avenue and Lenox Avenue and between 17th Street and the Mall and in relation to the proposed Convention Center Hotel plans.

c. Signage

The use of signage on Lincoln Road-Mall needs to be more closely regulated to prevent a number of current abuses. For instance, a casual stroll on Lincoln Road Mall will reveal many old and obsolete signs on

storefronts; the proliferation of temporary, paper signs in store windows; oversized signage; and unkempt signage faded from the sun and torn from age.

Storefront Signs. Signs should enhance the quality of the architecture and be in balance with the style and scale of the structure on which it is located.

- * Signs should be placed flat against buildings and should not conceal architectural features of the buildings. The total aggregate sign area should not exceed more than ten (10) percent of the wall area fronting on Lincoln Road-Mall. Signs, at all times, should be designed to fit within the architectural order of the facade. These signs should be placed flat within the column bays of storefronts and not project beyond the edges of buildings or across the face of columns. Signs should be permitted only below the window sill line of the second floor of buildings except in cases where significant architectural detailing would be covered by placing signs in this location.
- * The predominant sign copy (wording) should identify the name of the business on the premises.
- * Overhanging signs should be limited to small identification signs designed to be in character with the business identified. The location of these identification signs should be limited to the area immediately over the main business entranceway and under, if applicable, an awning or portico. The size of signs suspended under awnings should be no greater than 12" x 30".
- * Temporary, non-illuminated paper or painted signs placed in windows to advertise sales and specific name brands should be limited to one (1) square foot in area. Improvement to the overall aesthetic environment could also be accomplished in part by requiring the removal of faded, torn, and excessive signage in display windows.

Mall Accessory Use Signs. In addition to signs placed on storefronts, the City must also determine the type of signage to be permitted in the Mall public right-of-way.

Signage for approved personal use establishments or sidewalk cafes should be permitted but limited to one (1) detached identification sign no more than two (2) square feet in area. Restaurants may also provide menu boards when desired, provided that the size, type, color and location of the menu board is considered with the site plan submitted for approval to the City during the conditional use process.

Special Event Signs. One method of accentuating the Mall is through the use of banners erected over public rights-of-way. It is therefore, recommended that the use of banners, pennants, and other waving flags be permitted on a temporary basis to help promote special events on Lincoln Road-Mall. Zoning Amendments necessary to accomplish these recommendations are included in Sub-section B, Zoning Amendments.

d. Landscape Design

One of the major issues concerning the Mall is the lack of adequate shading devices. The absence of sufficient shade-giving trees causes the summer heat and tropical rains to become significant impediments to residents and tourists wishing to browse and shop on the Mall. In addition, the design and placement of structures in the center portion of the Mall often inhibits pedestrian travel and eye level vistas across the Mall.

While the landscaped center portion of the Mall is an impressive display of tropical plants, it is not responsive to the needs of visitors or merchants. Landscape re-design should emphasize greater use of shade trees in mall planters and in tree grates which provide shade but do not obstruct the view at eye level. The many fine palms on the Mall should be relocated and used as accents. Existing mall landscaping should be re-designed to reduce the mass of the large concrete planters which

impede pedestrian cross-circulation and views. This practice would eliminate the need for massive reconstruction while opening up the Mall. In addition to providing greater ease of pedestrian movement across the Mall, redesign of the Mall as proposed would create more open spaces that could be used for art shows, boat shows, flea markets, auto displays, etc.

Specific fountains and showcases should be retained and enhanced with new landscaping. Selected mall structures should be re-designed as display cases for merchants and the community.

Appropriate new street furniture such as benches, information kiosks, overhead trellises, trash receptacles, and lighted bollards should be provided to create unique courts and pedestrian spaces. The design and layout of the furniture should be flexible to provide variety by blocks or groups of blocks.

Kiosks or other appropriate identification devices should be provided at street intersections to enhance store identification by block. Directories identifying all stores on Lincoln Road-Mall should also be provided at critical intersections such as Collins Avenue, Washington Avenue, Meridian Avenue and Alton Road. A staging area for music, bands, dances, shows, etc. should be provided at the intersection of Euclid Avenue and Lincoln Road. Such an outdoor theater could serve as a central node of activity for the Mall located midway between Alton Road and Washington Avenue. A permanent tensile structure should be erected at this amphitheater site to provide shade for events.

e. **Graphic Illustrations**

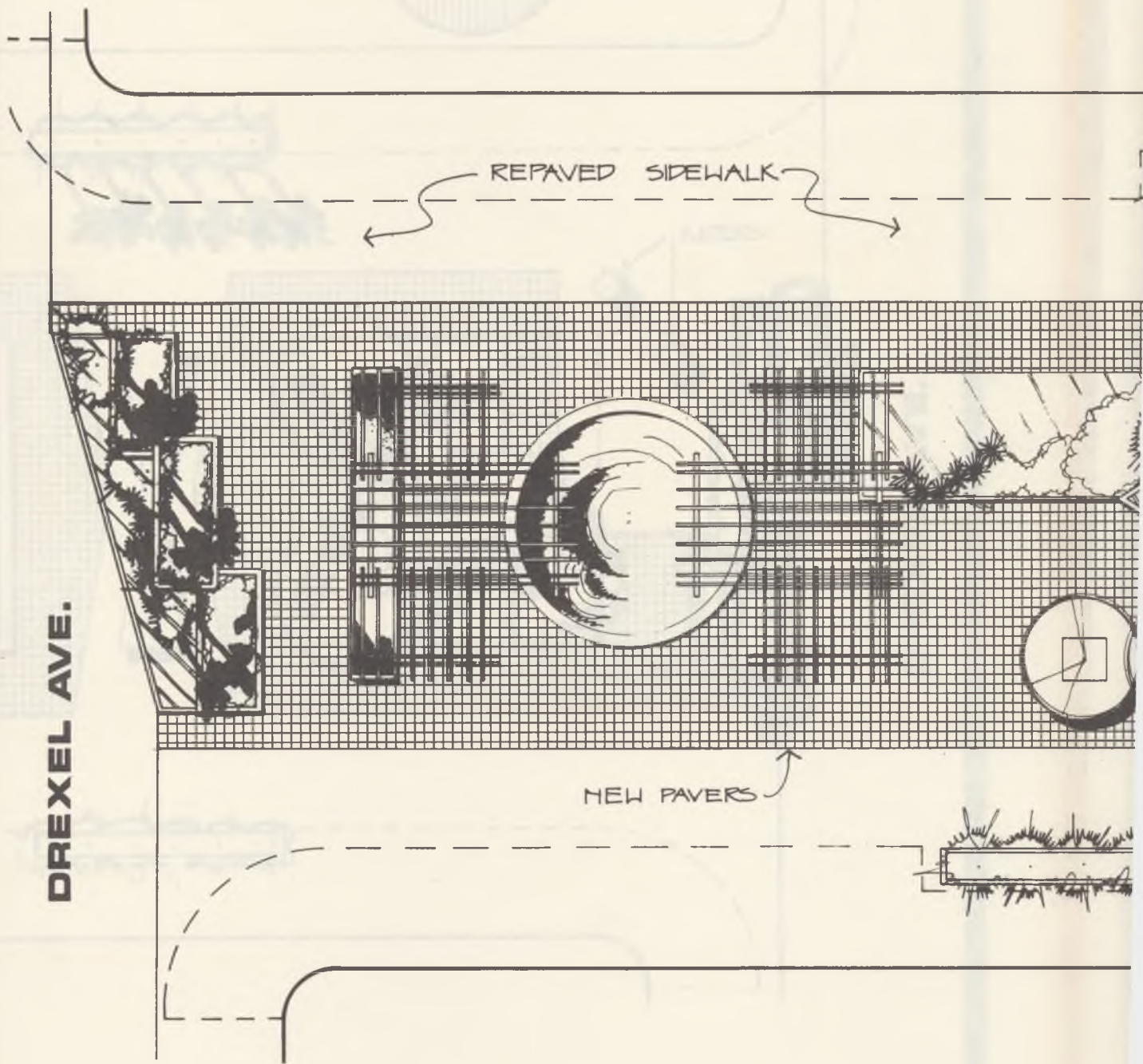
The following drawings graphically depict the physical improvements recommended in this Plan.

Actual improvements may differ somewhat from the Plan due to fluctuation in the availability of funds and materials at the time of

construction. It is important, however, that the general parameters set forth in the Plan be maintained as the success of the overall design is greatly dependent upon achieving a coordinated and comprehensive treatment of awnings, paving and landscaping.



LANDSCAPE PLAN
400 BLOCK



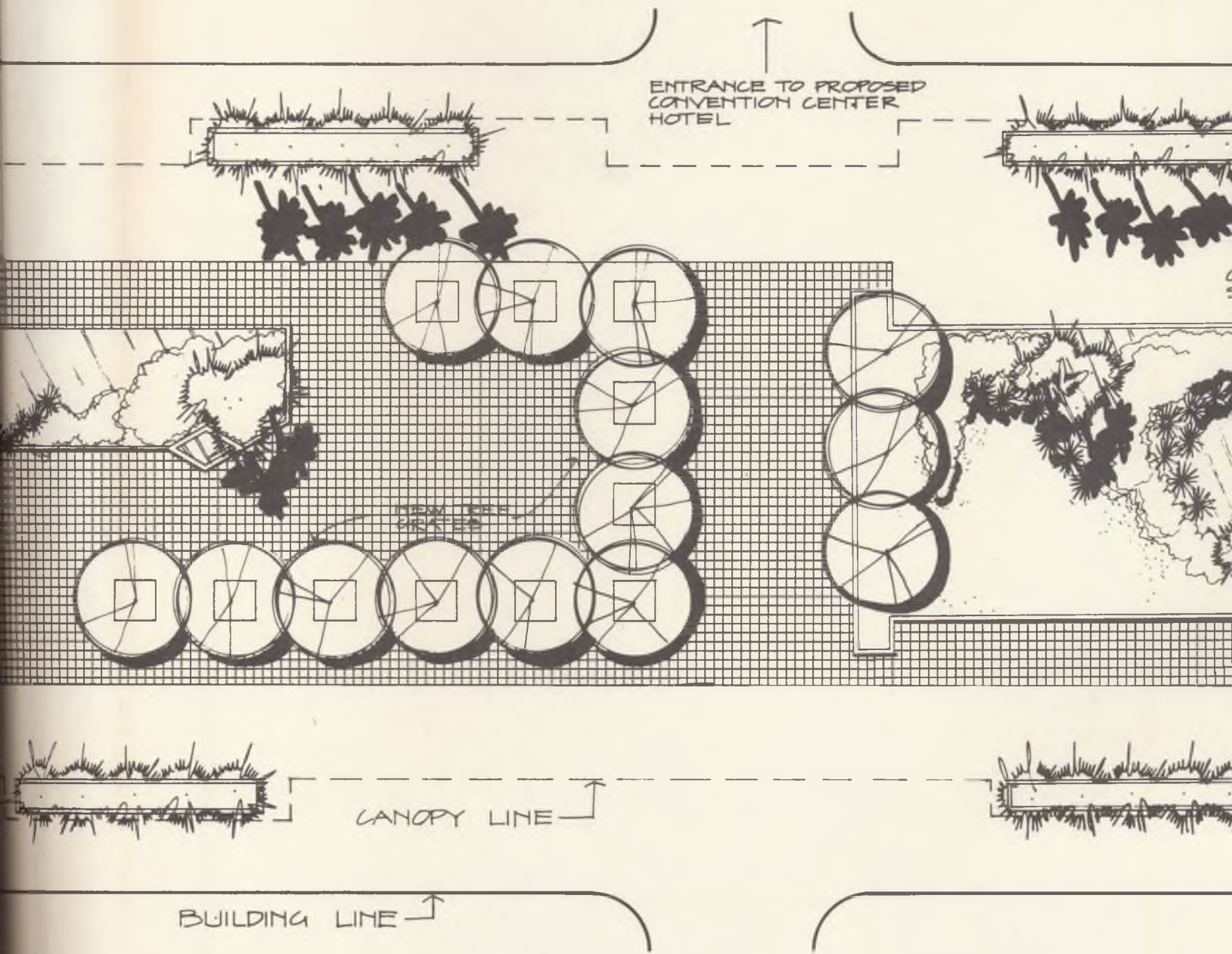
DREXEL AVE.

REPAVED SIDEWALK

NEW PAVERS

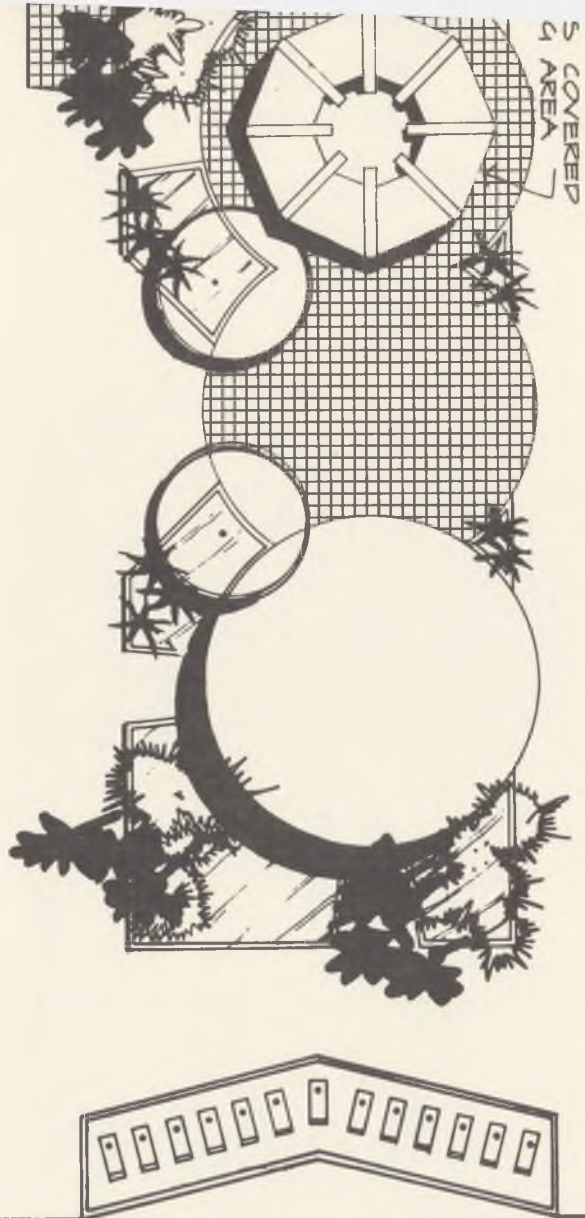


LINCOLN ROAD
City of Miami Beach



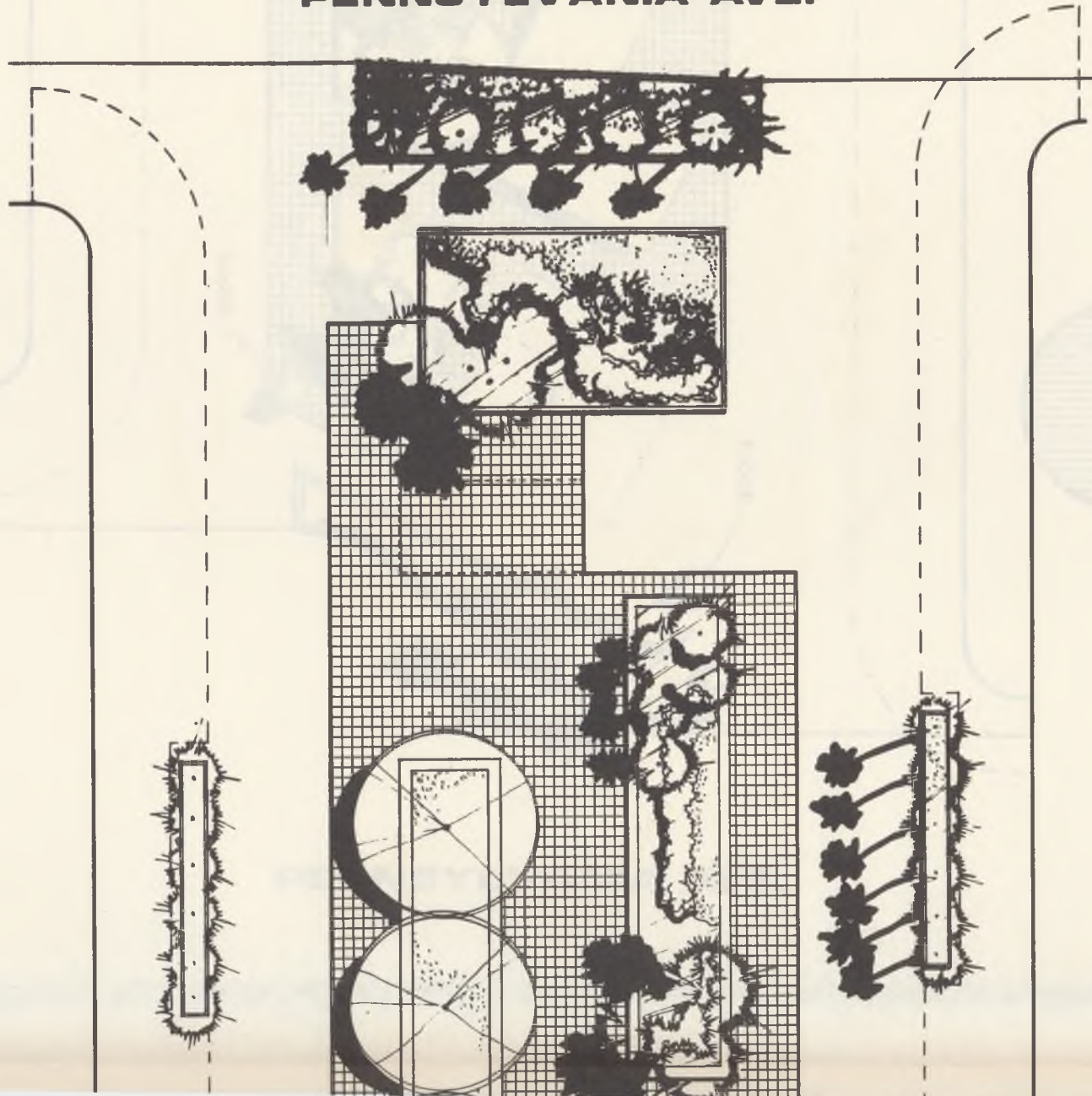
SECTION 400 PLANNING BLOCK





WASHINGTON AVE.

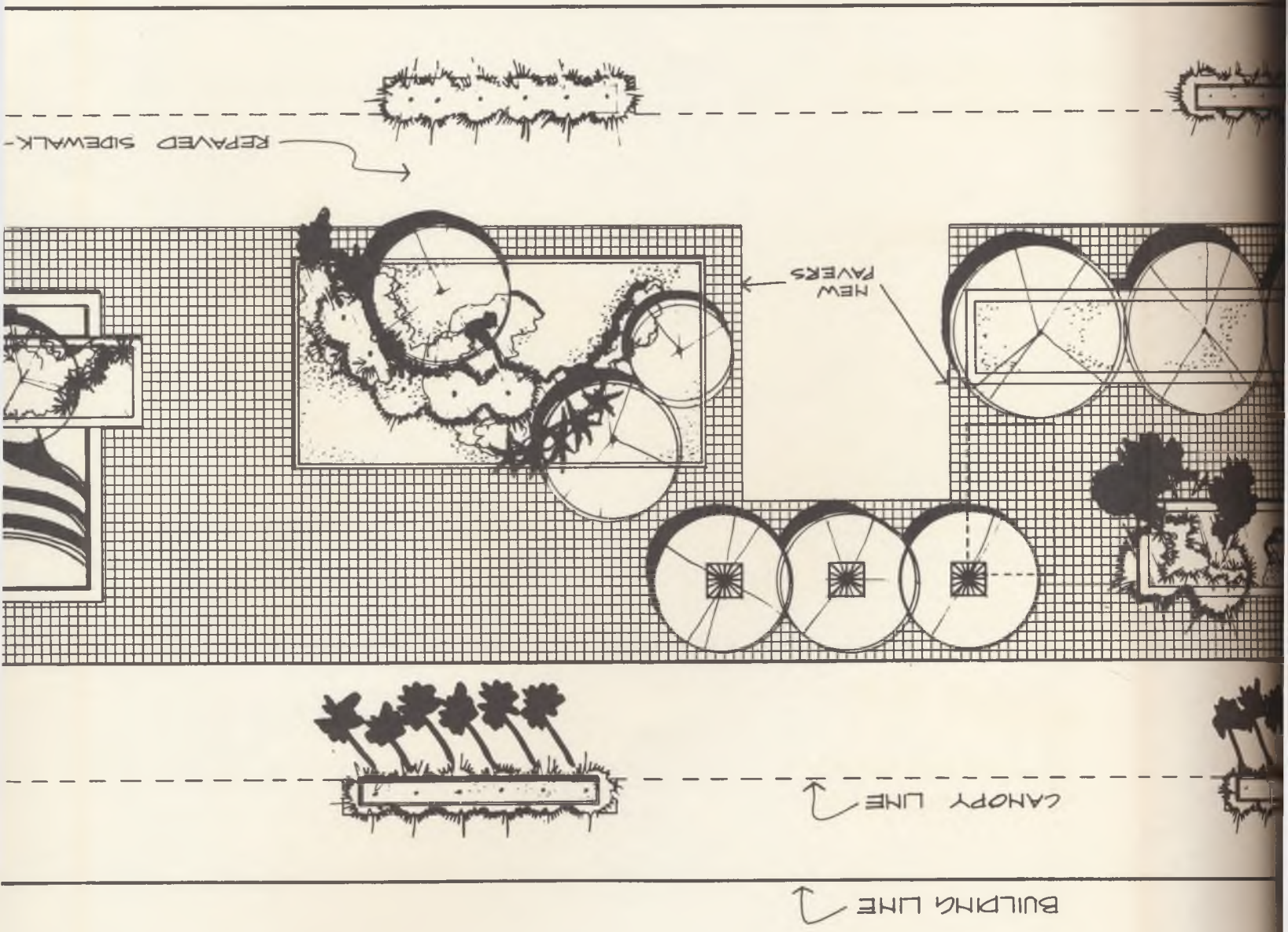
PENNSYLVANIA AVE.

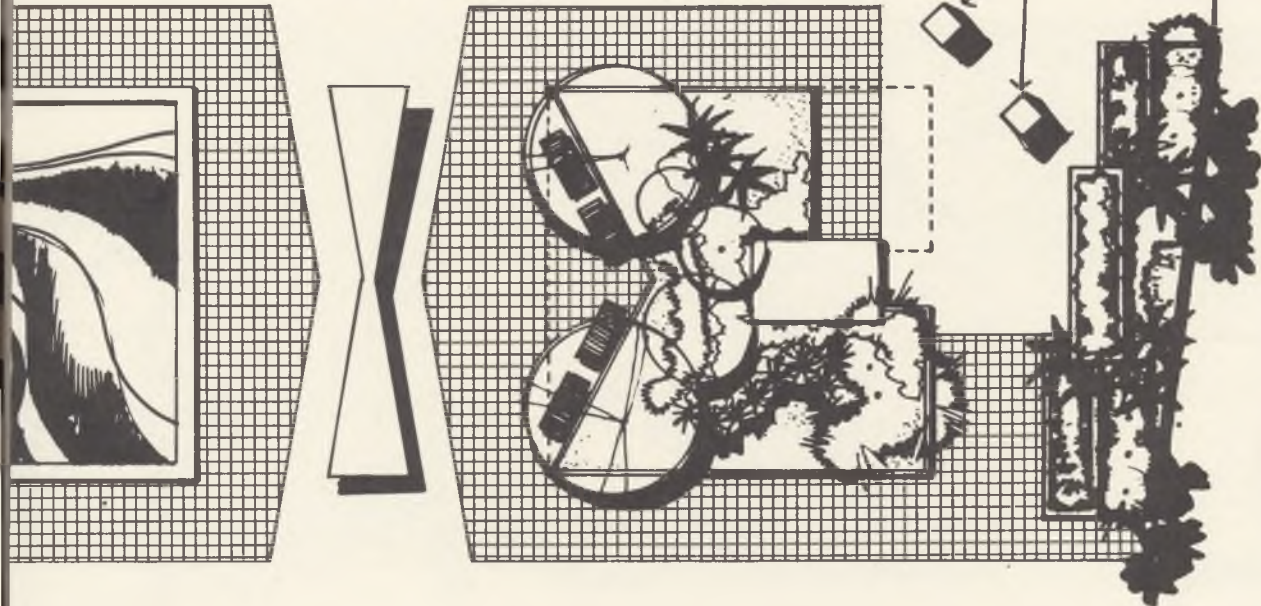
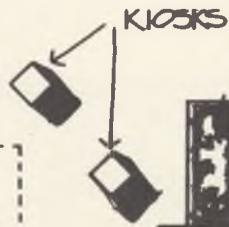
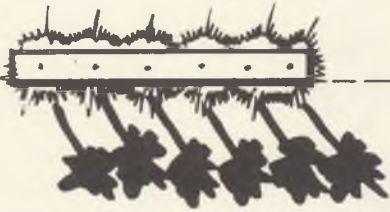
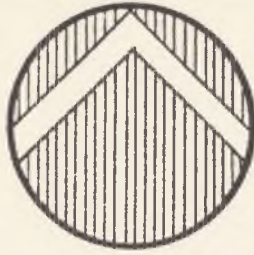


LINCOLN
City of Miami Beach

ROAD REVITALIZATION

Each Planning Division - July 1981



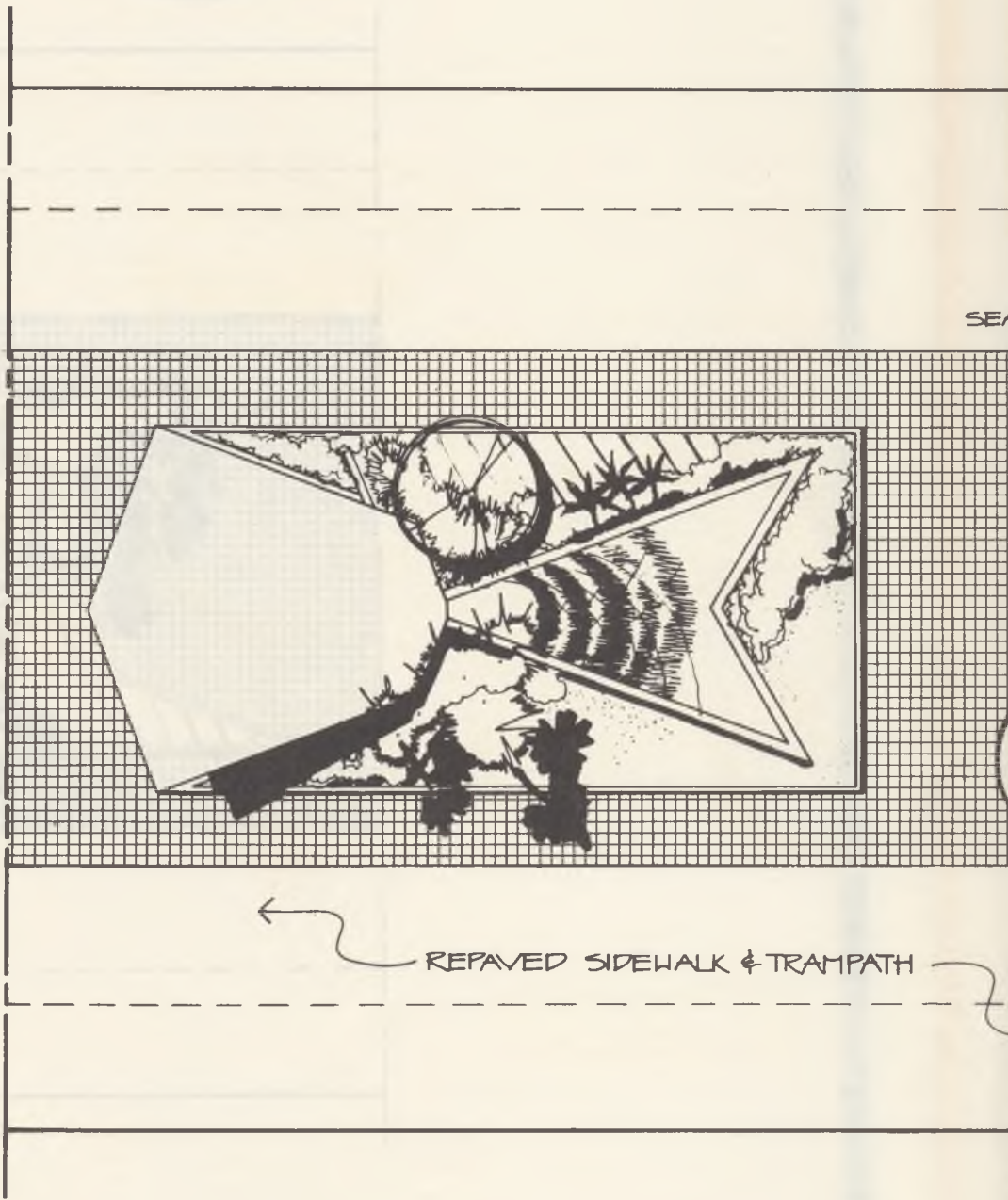


DREXEL AVE.



IZATION PLAN

500 BLOCK



SEA

← REPAVED SIDEWALK & TRAMPATH →



LINCOLN **RO**
City of Miami Beach

SEATING AREA

NEW PAVERS

NEW TREE GRATES

SHELTERS, MODIF

REMOVE PLANTER

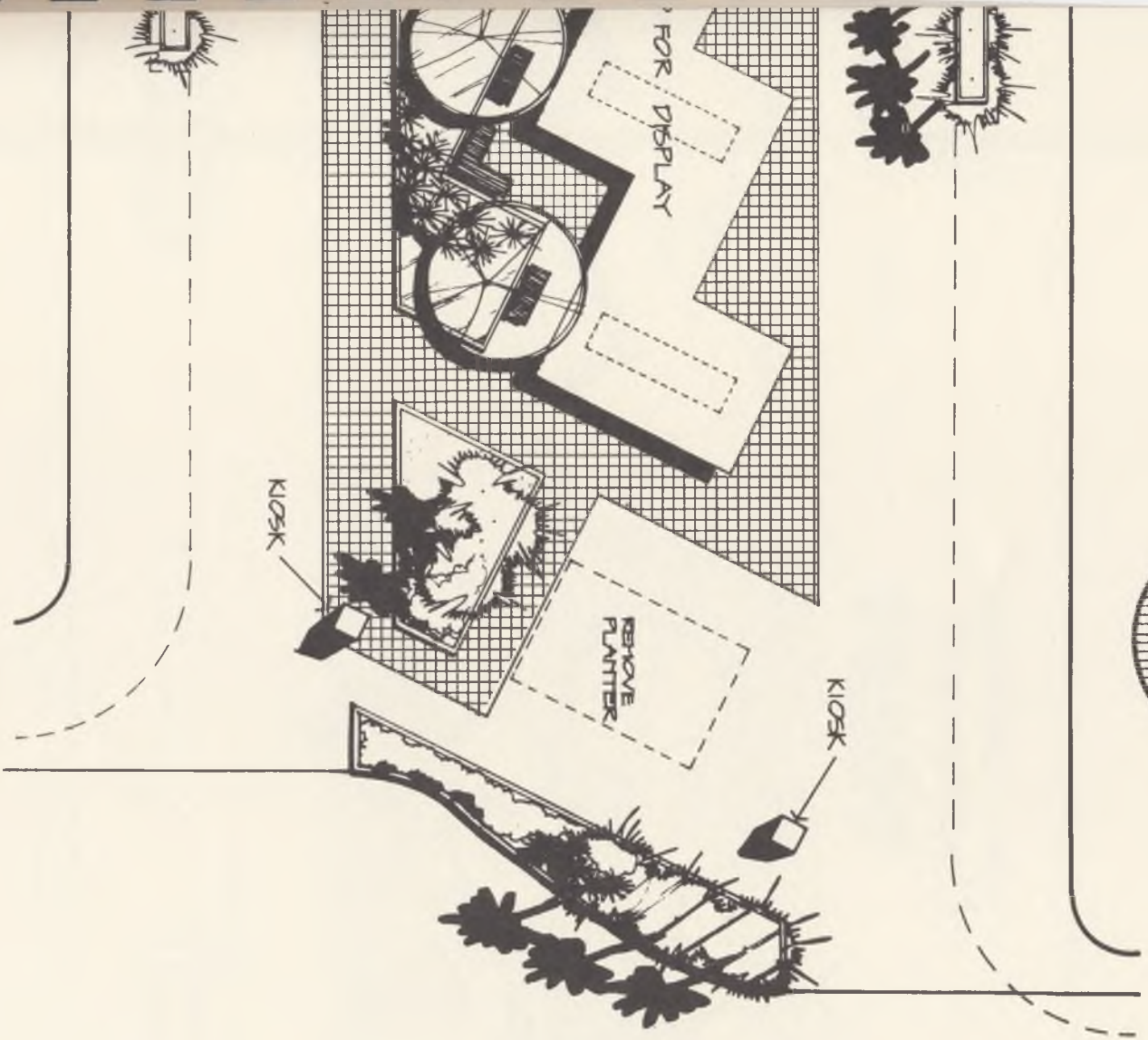
RAMP PATH

CANOPY LINE

BUILDING LINE

ROAD REVITALIZATION

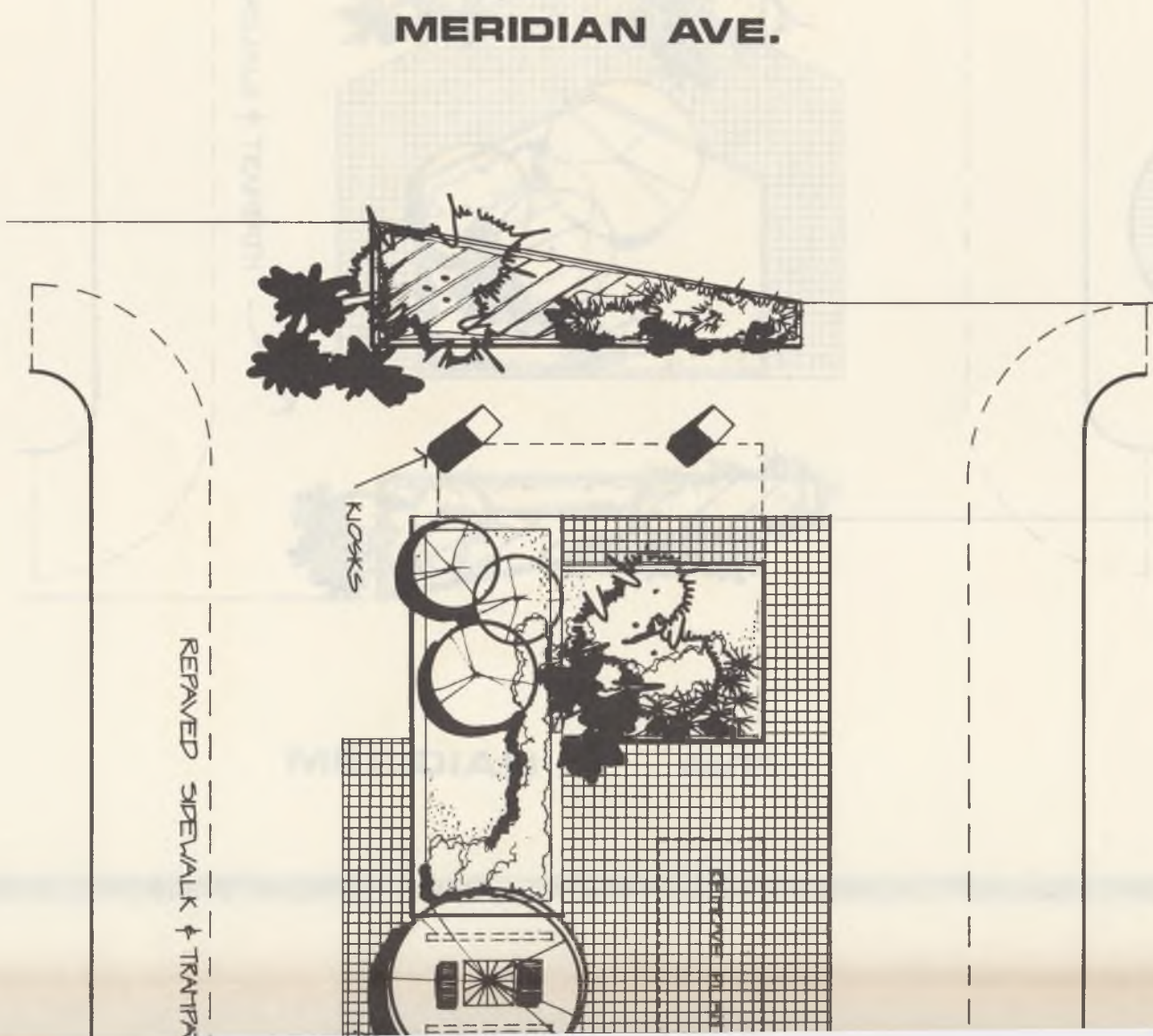
each Planning Division - July 1981



PENNSYLVANIA AVE.

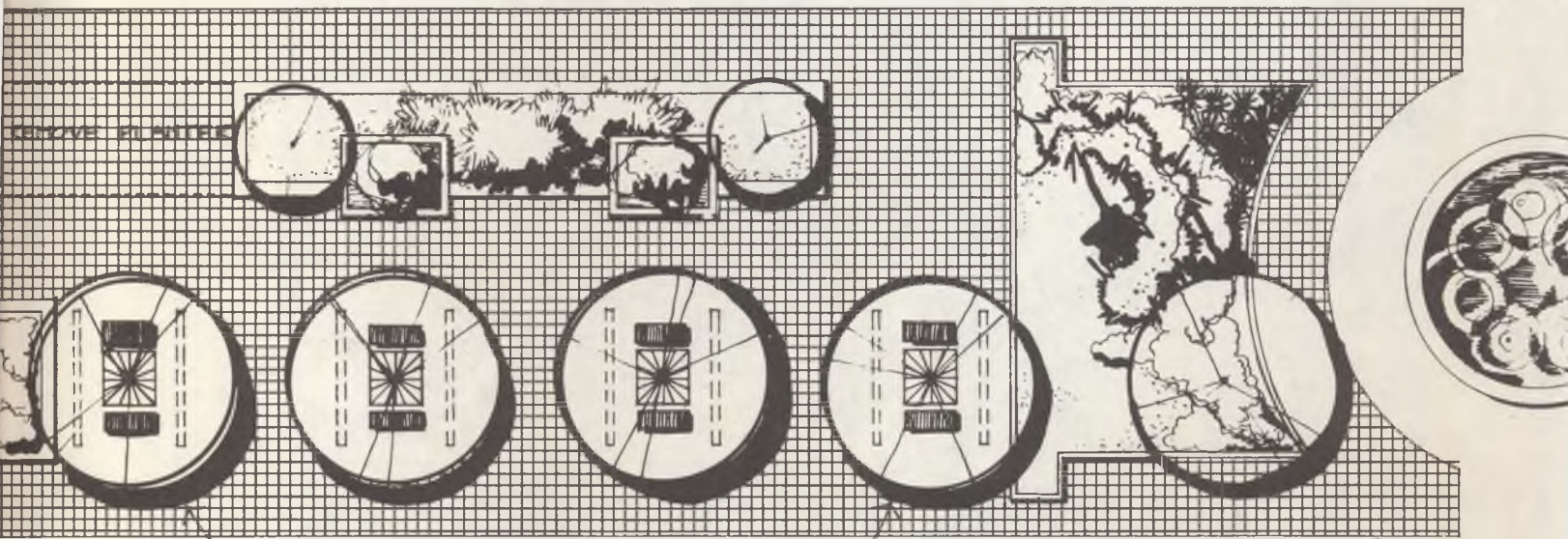
EXHIBITION PLANNING 600 BLOCK

City of Lincoln Beach



BUILDING LINE →

NEW CANOPY LINE →

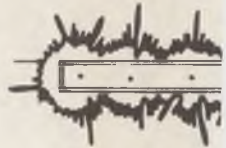
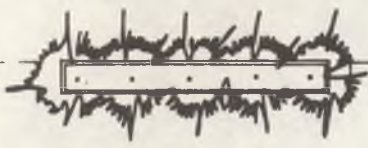


REMOVE PILASTERS

REMOVE STRUCTURES - NEW SEATING AREA

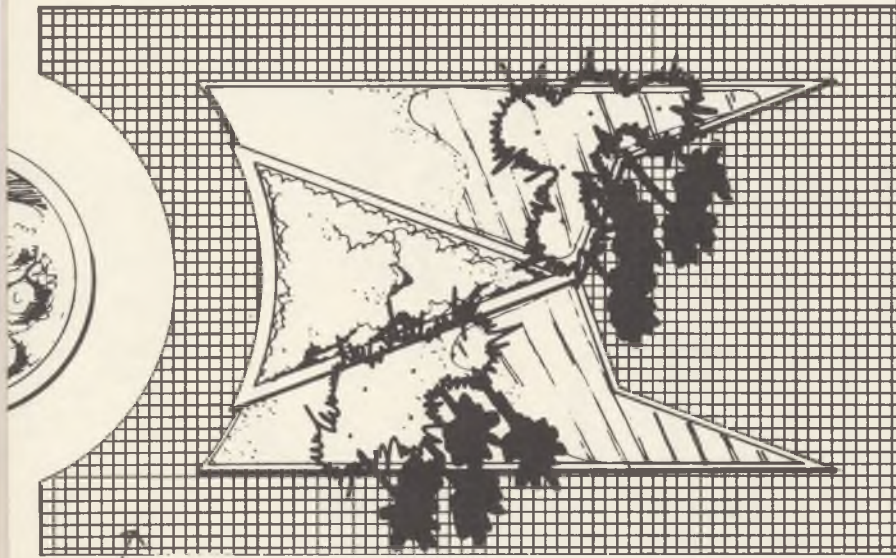
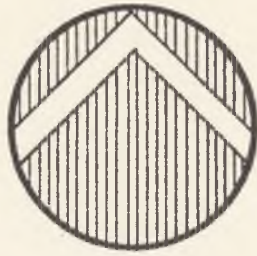
NEW PA

WALK & TRAMPATH



ROAD REVITALIZATION

Each Planning Division - July 1981



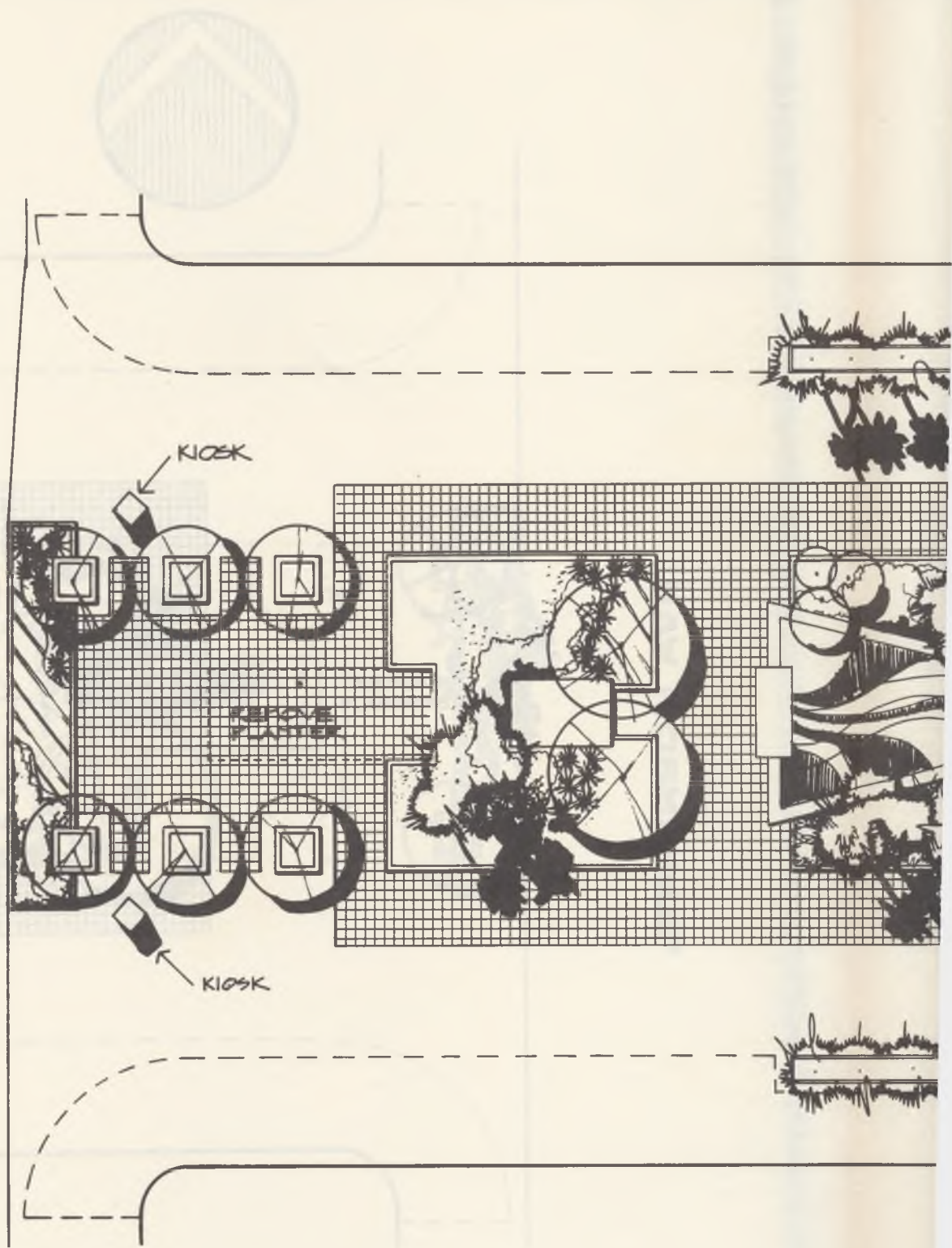
ERS



IZATION PLAN

700 BLOCK

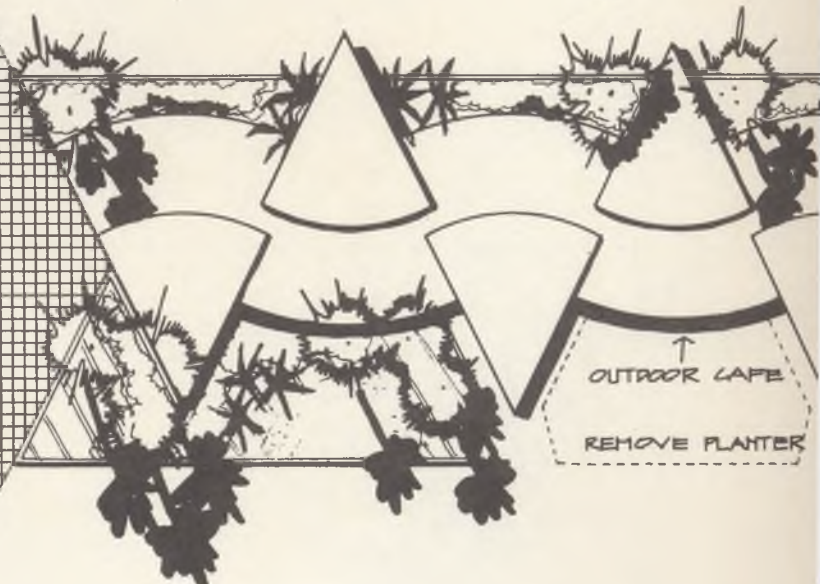
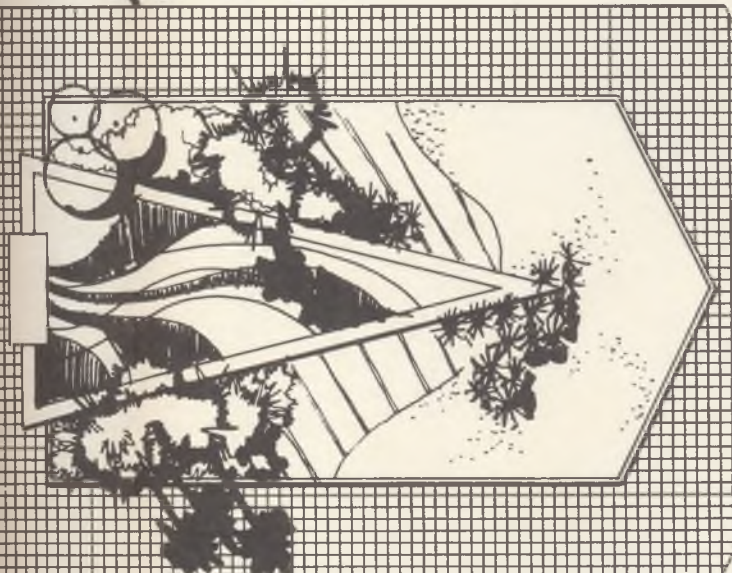
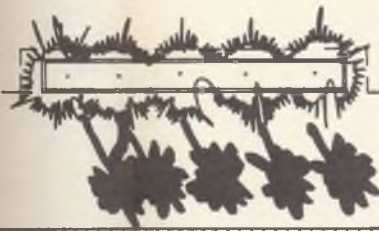
JEFFERSON AVE.



LINCOLN PARK
City of Miami Beach

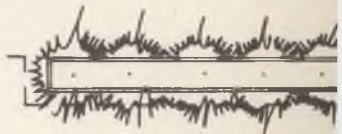
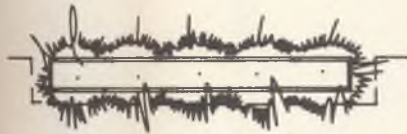
BUILDING LINE →

NEW CANOPY LINE →



↑
OUTDOOR CAFE
REMOVE PLANTER

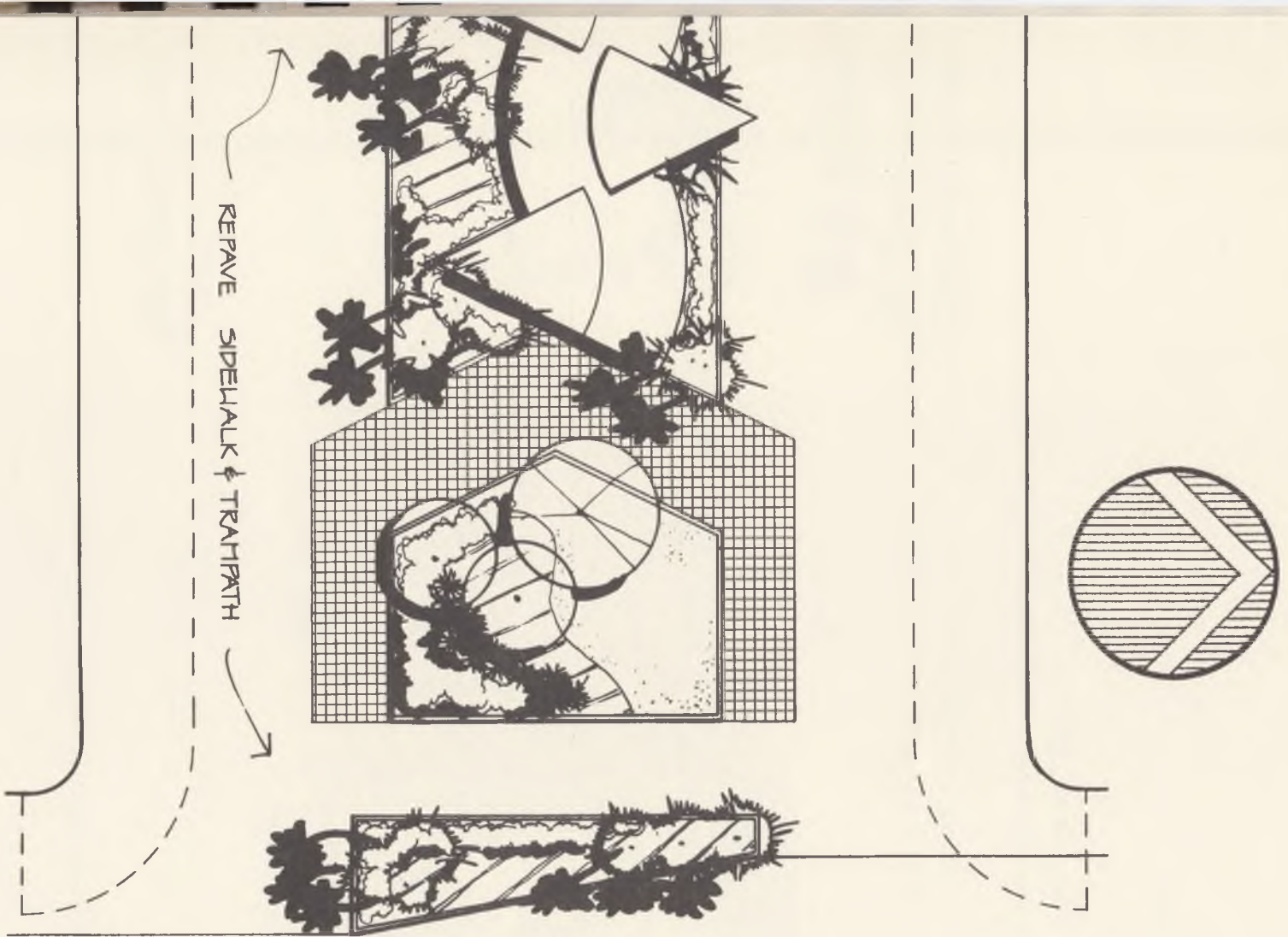
NEW PAVERS



ROAD REVITALI

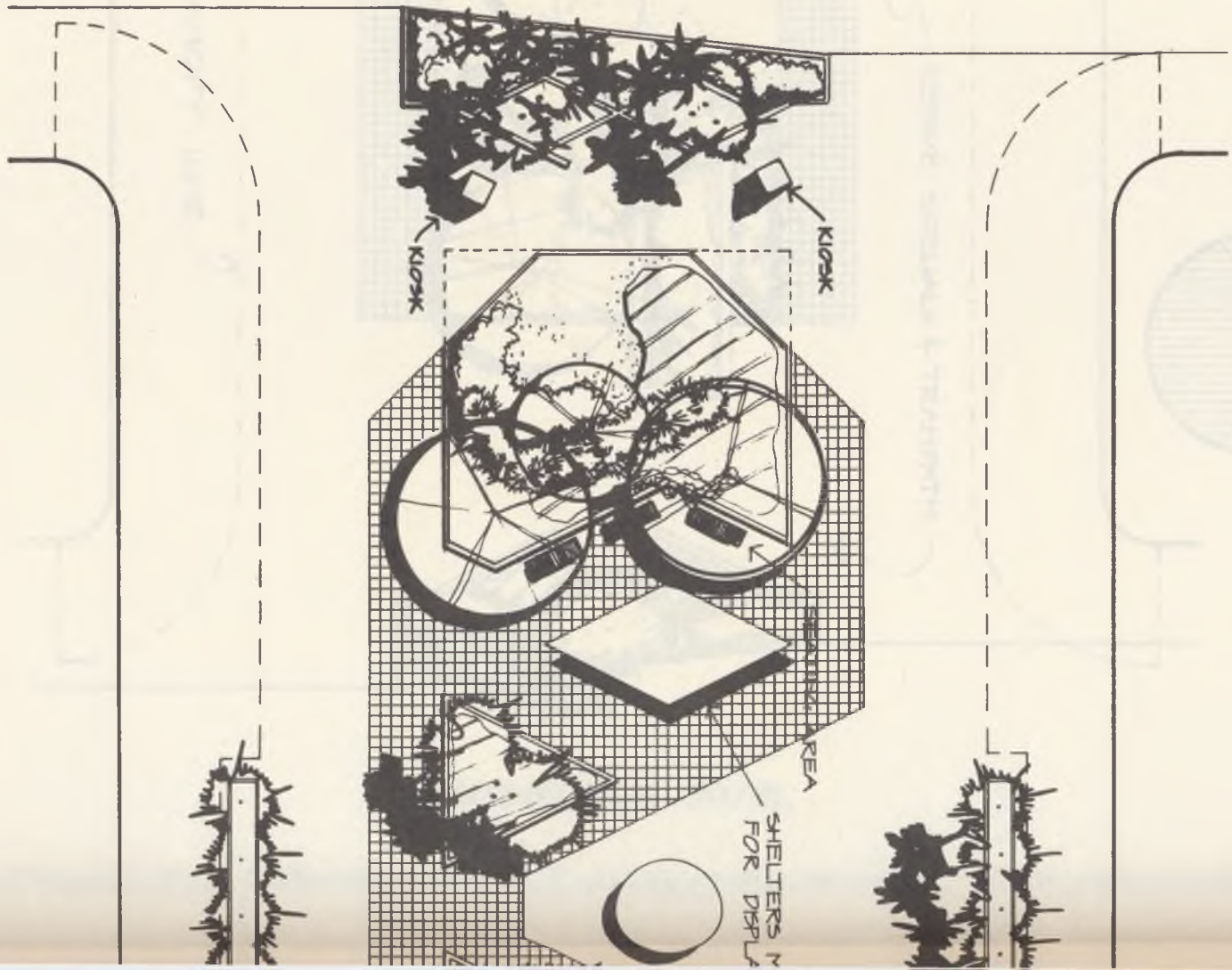
each Planning Division-July 1981

SECTION PLAN 800 BLOCK

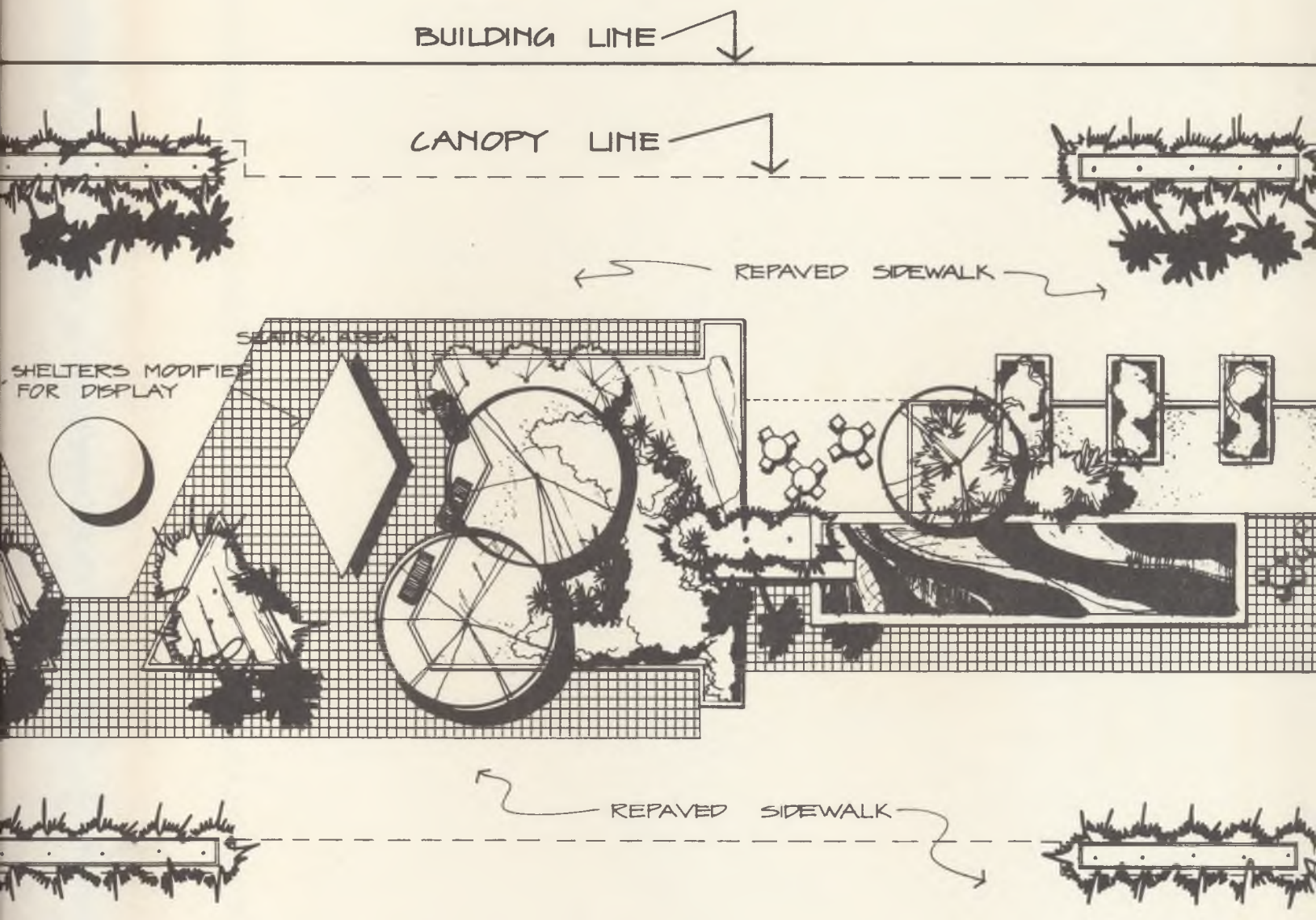


MERIDIAN AVE.

MICHIGAN AVE.

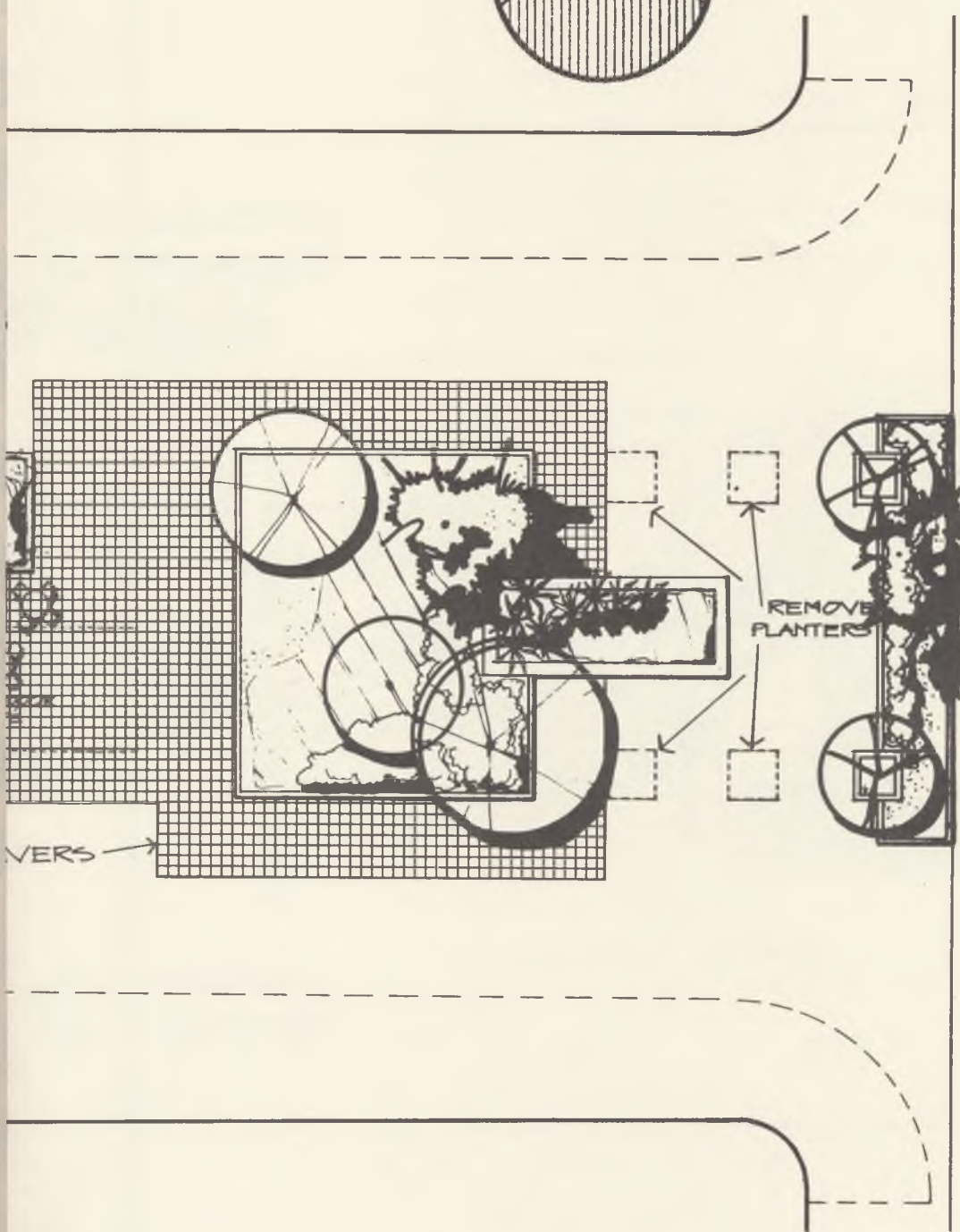
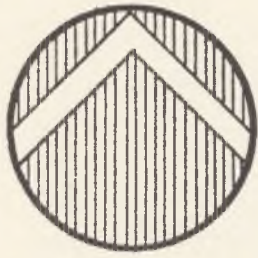


LINCOLN PARK
City of Miami Beach



ROAD REVITALIZATION

Architectural Planning Division - July 1981

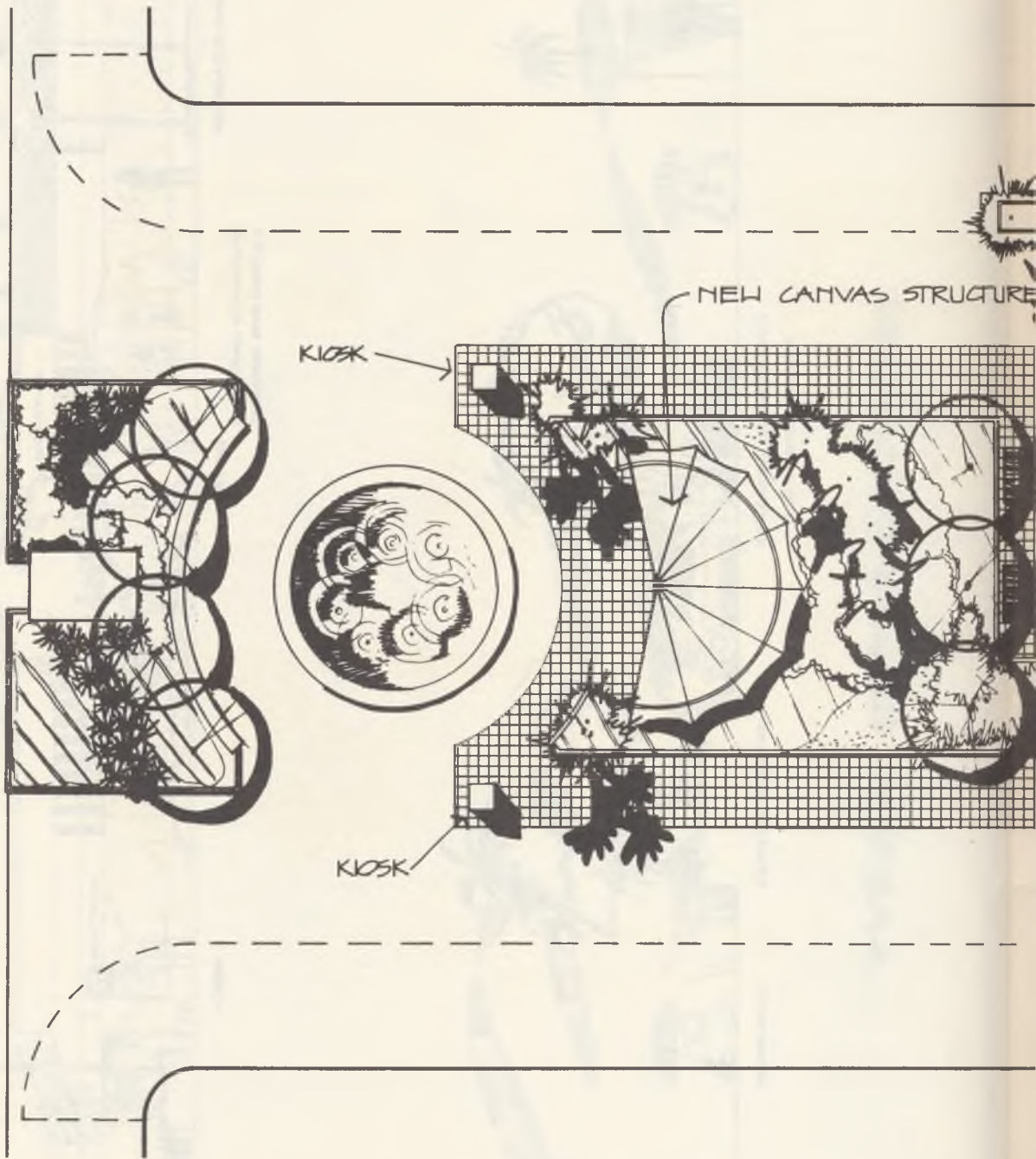


JEFFERSON AVE.

IZATION PLAN

900 BLOCK

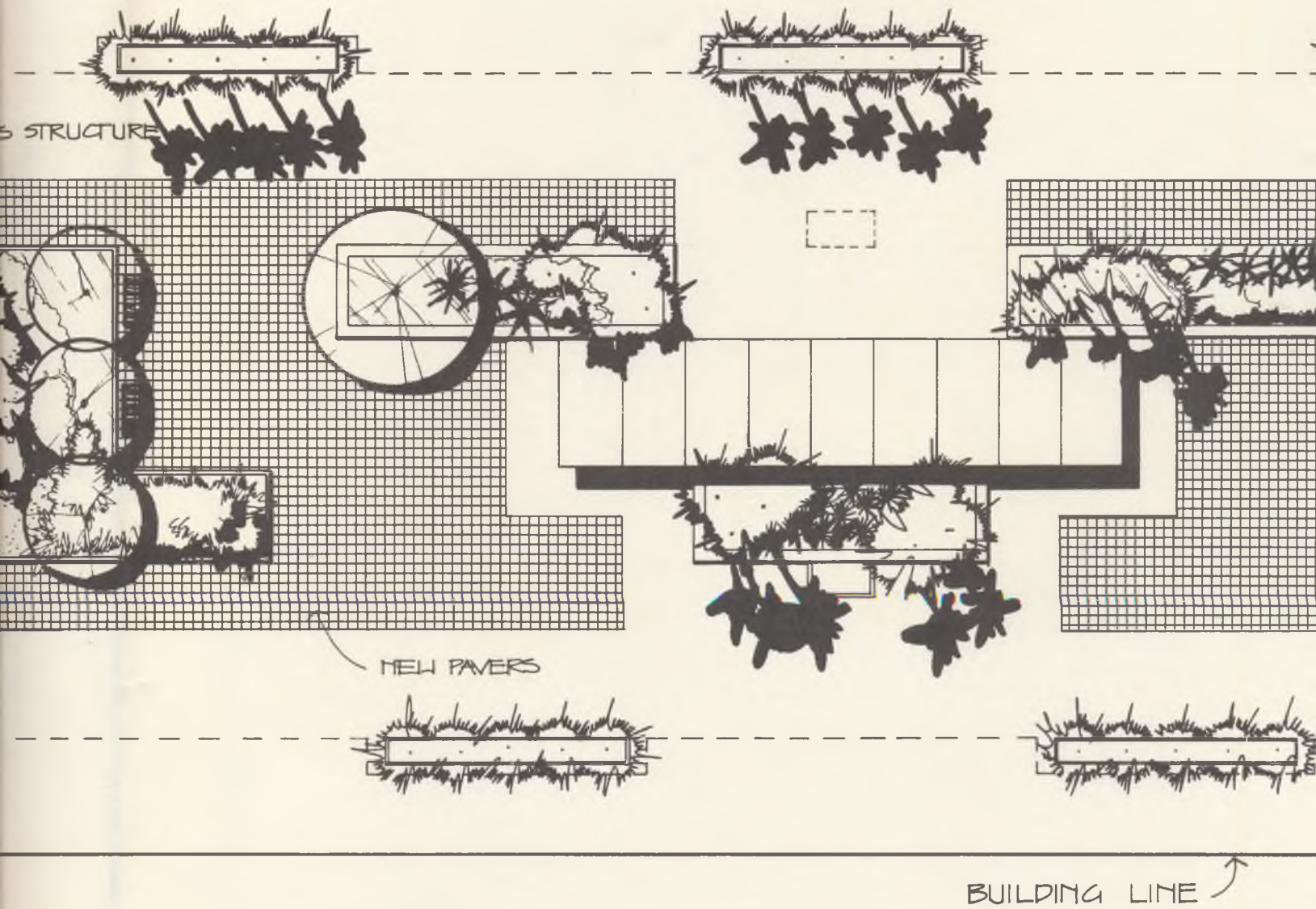
LENOX AVE.



LINCOLN

RO

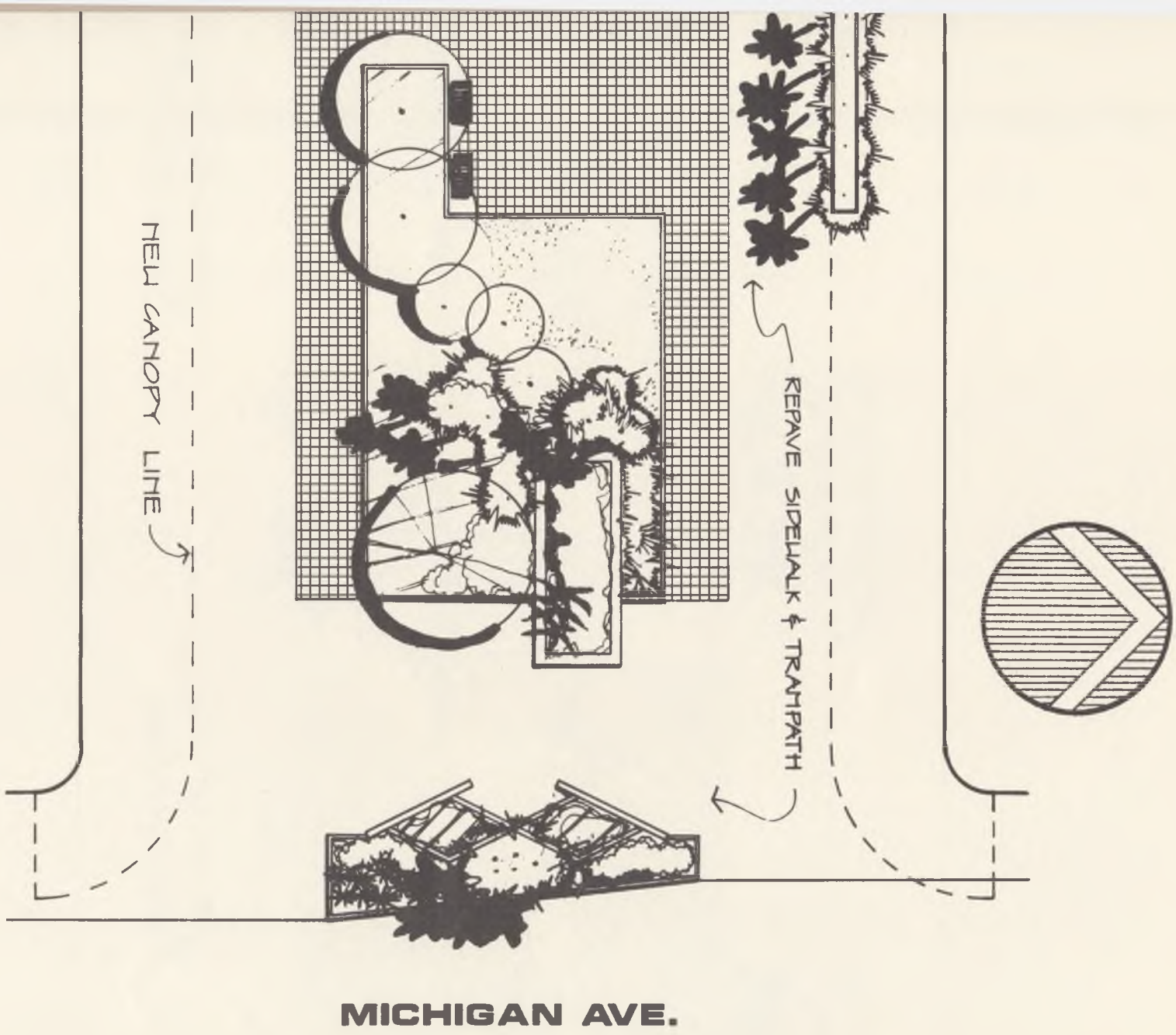
City of Miami Beach



ROAD REVITALIZATION

Each Planning Division - July 1981

SECTION PLAN 1000 BLOCK





THROUGH STREET

KIOSK

NEW SEATING

OVERHEAD STRUCTURE
MODIFIED FOR DISPLAY

RELOCATED PALMS



STORE FRONT

CANOPY

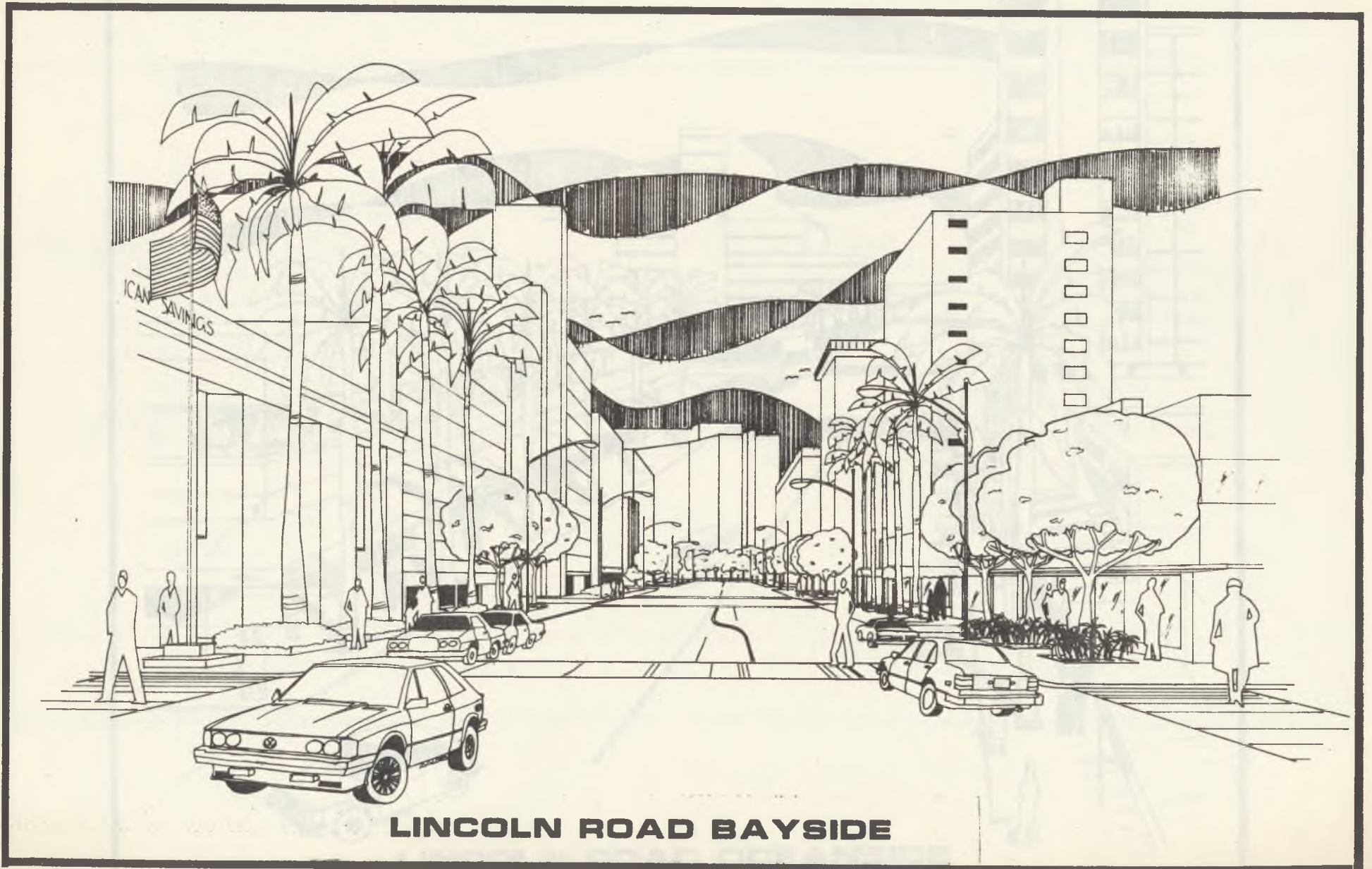
TRAM PATH

EXISTING PLANTER

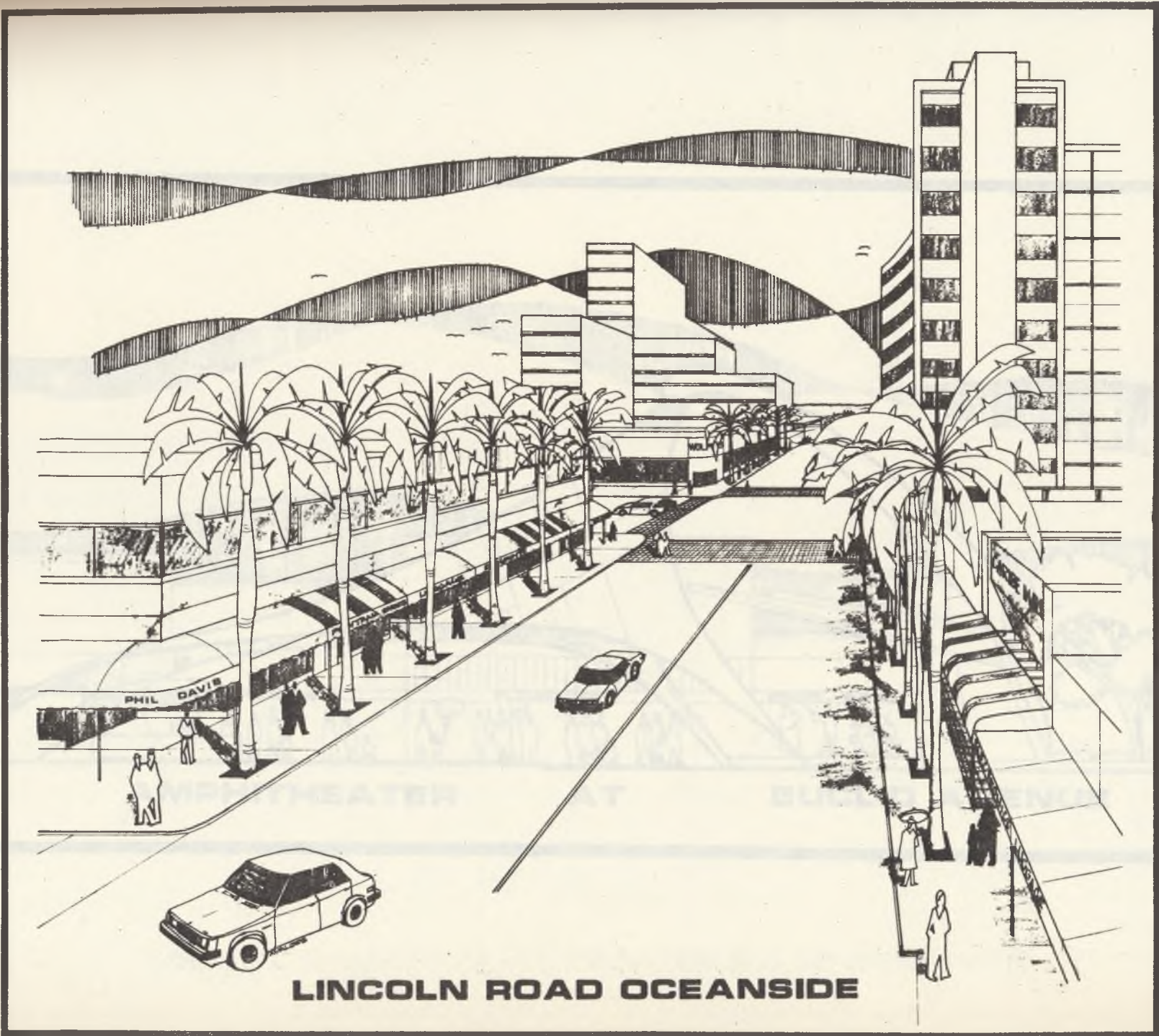
EXPANDED ACTIVITY AREA
FOR SPECIAL EVENTS

TYPICAL CROSS SECTIONS

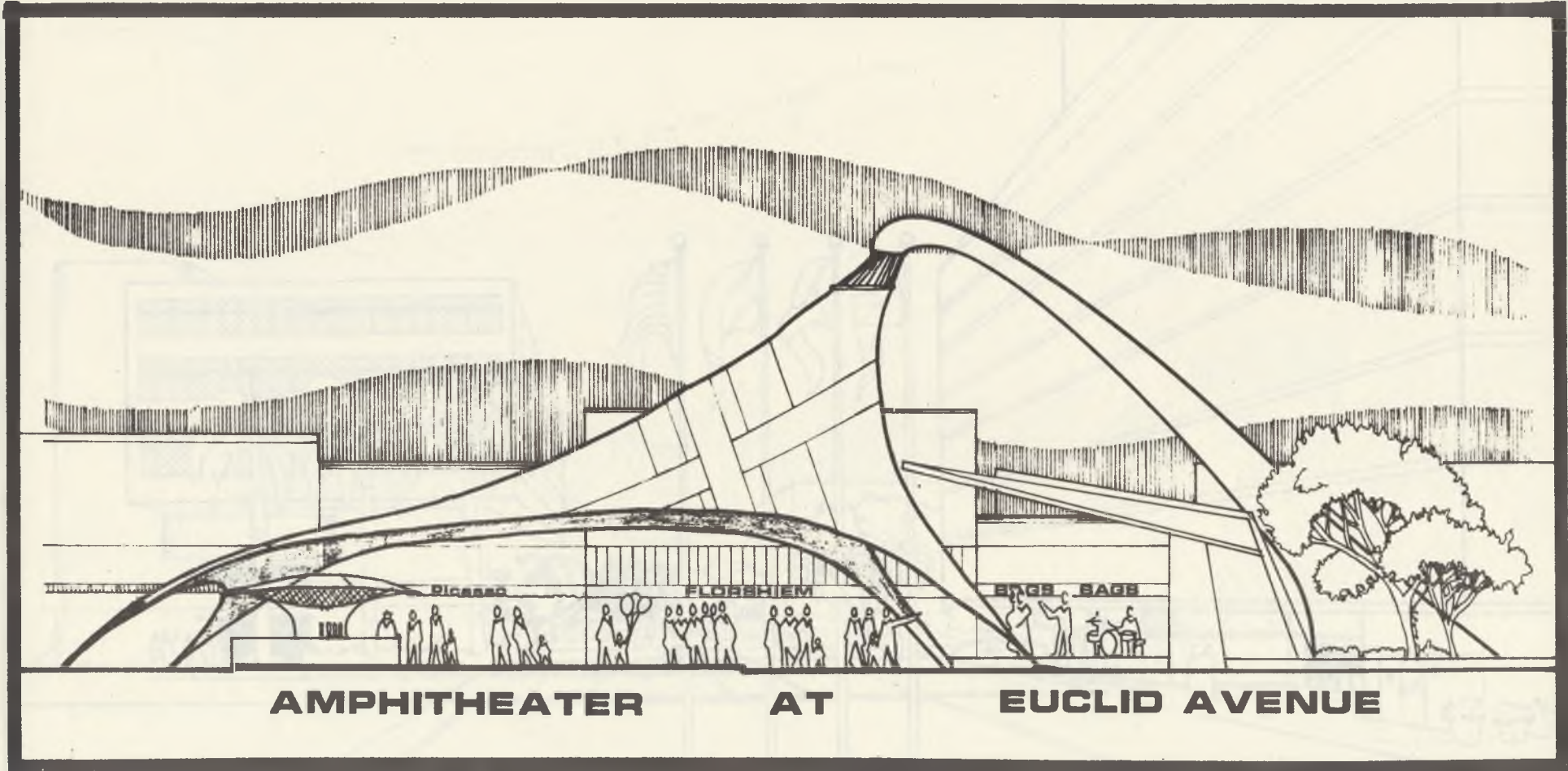
LINCOLN ROAD BAYSIDE



LINCOLN ROAD BAYSIDE

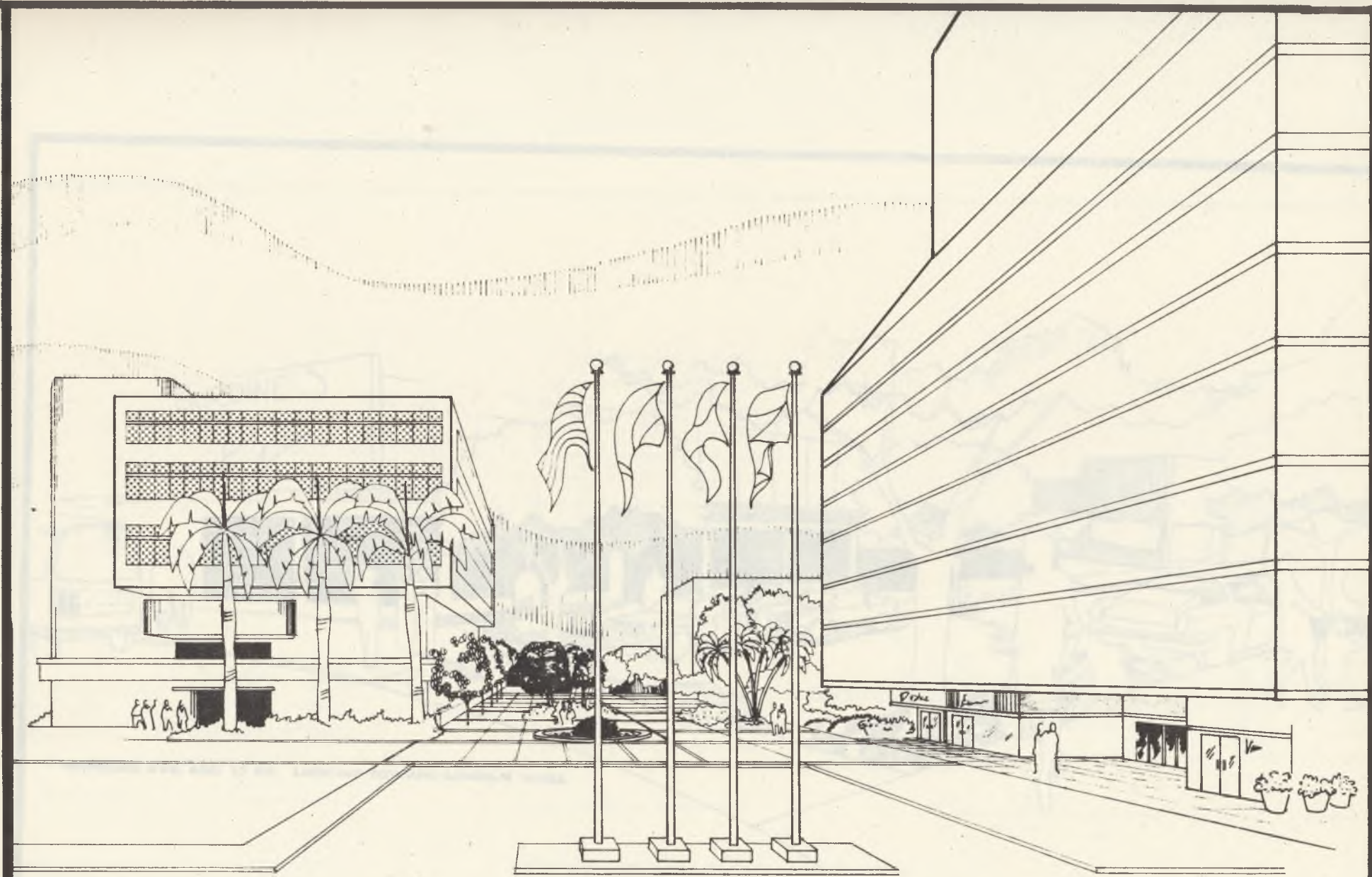


LINCOLN ROAD OCEANSIDE

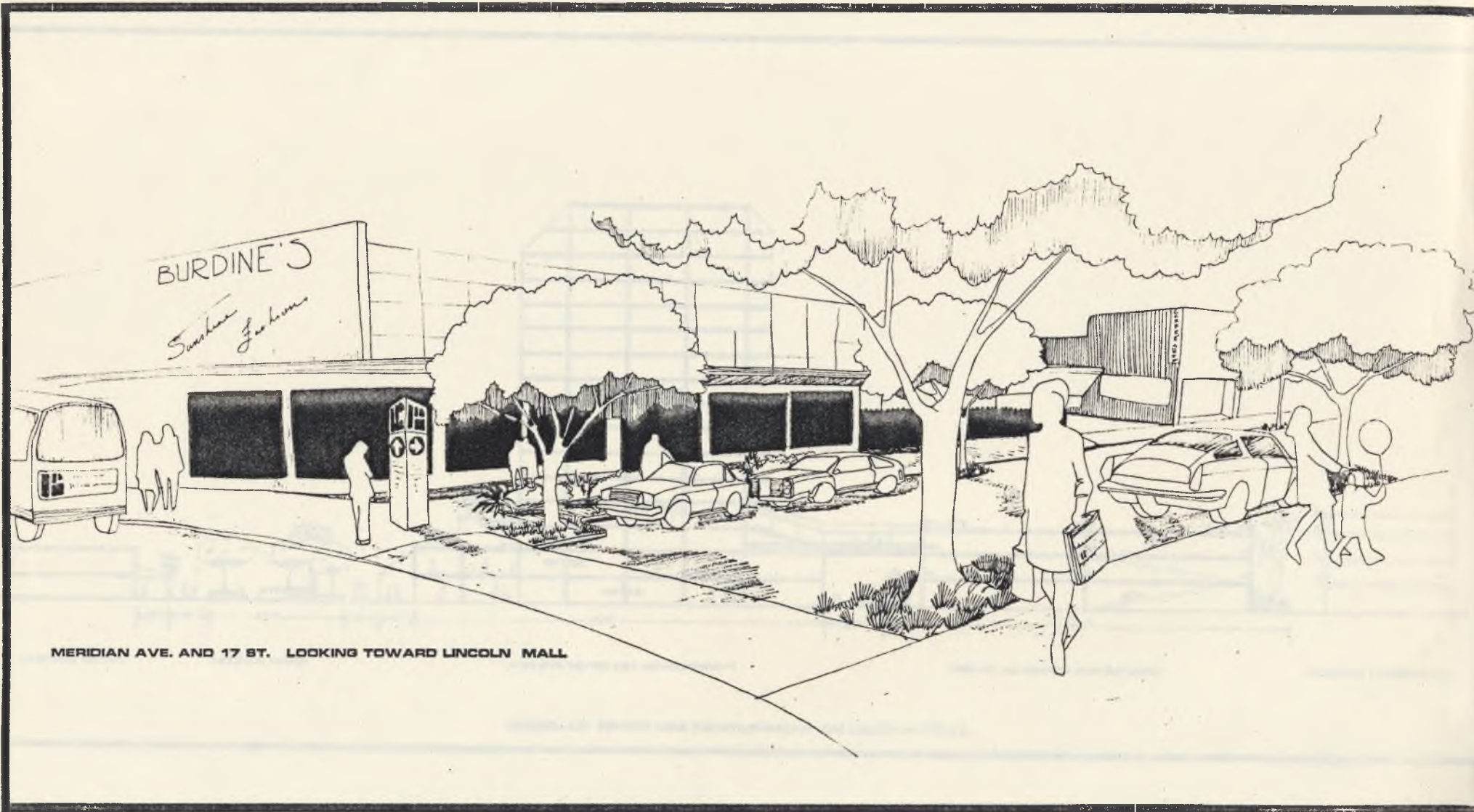


AMPHITHEATER AT EUCLID AVENUE

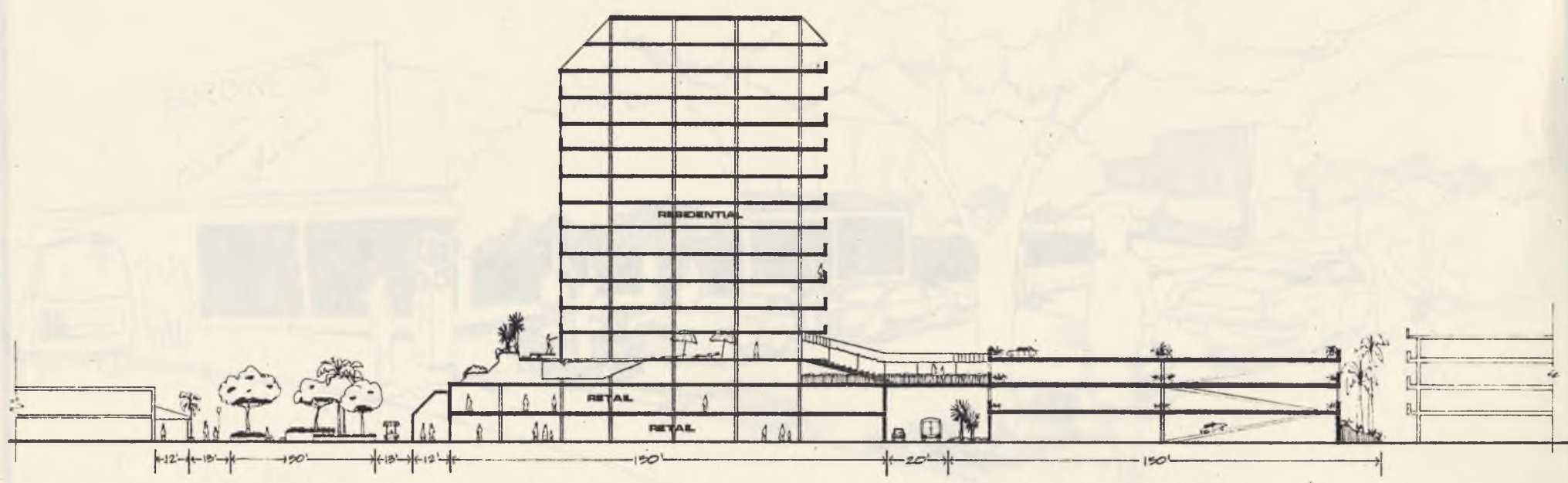
LINCOLN HALL - ALTON ROAD ENTRANCE



LINCOLN MALL - ALTON ROAD ENTRANCE



MERIDIAN AVE. AND 17 ST. LOOKING TOWARD LINCOLN MALL



EXISTING RETAIL

LINCOLN ROAD

PRIVATE MIXED USE DEVELOPMENT

USE OF AIR RIGHTS FOR PARKING

EXISTING RESIDENTIAL

MODEL OF MIXED USE DEVELOPMENT ON LINCOLN ROAD

3. Establishment of a Special Taxing District

In order to implement the mall improvements described under Action 2 and so as to fund the programs of the Management Authority described under Action 1 on the previous pages, the City must consider the establishment of a Special Taxing District for the Lincoln Road-Mall area.

A special taxing district may be defined as a political unit that agrees to incur a special tax assessment against all property within the boundary of the political unit for the purpose of providing an improvement or service. Special taxing districts are useful when the boundaries of previously existing political units are unsuitable to accomplish a necessary function. The most common kind of special taxing districts are those created for managing natural resources, such as soil conservation, drainage, irrigation, and flood control; fire protection; water supply; sewage disposal; school buildings; parks and recreation; and highways.

As of June 1980, Dade County had over 180 special taxing districts providing for a wide range of different improvements and/or services. With regard to Lincoln Road, such an entity is required to address the one time special assessment required to finance the various physical improvements to Lincoln Road-Mall, as will be further discussed in the following section of this report, and to provide for an on-going funding source for the management, maintenance and promotional activities of the proposed Lincoln Road Management and Development Authority.

The creation and establishment of a special taxing district for Lincoln Road-Mall may be provided through the provisions of either the Dade County Code or the Miami Beach City Code. (See Taxing Districts Map on page 48). Both code provisions, along with their feasibility for use are examined below.

a. The Dade County Code

A special taxing district for Lincoln Road may be created under the provisions of Section 18-2 of the Dade County Code. This district may be established for the purpose of acquiring, constructing, reconstructing and installing any of the following public improvements or for providing any of the following special services within the district: water systems, sewerage systems, storm sewers, street improvements, sidewalk improvements, police and fire protection, recreation facilities, street lighting, incinerators, beach erosion control and such other facilities or services which may be deemed essential by the Board of County Commissioners.

The intent of the County's special taxing district is to provide for the construction and financing of public improvements and/or service that could not otherwise be provided. In most cases, special taxing districts are created in unincorporated residential areas of the County. The cost of the improvement or service is to be borne on an equitable basis by those property owners who receive the benefits of the improvement or service.

According to the preliminary discussions with Special Taxing District Section Supervisor for Dade County, the creation and establishment of a special taxing district for Lincoln Road-Mall under the provisions of the Dade County code may not be looked upon favorably by the County Manager during his investigation because alternate financing methods are available for implementing the necessary improvements. Additionally, it was indicated that there may be a question as to whether a special taxing district, under the County Code, may be used as a vehicle for implementing improvements and programs in a commercial district.

b. The Miami Beach City Code

The Metropolitan Dade County Home Rule Chapter which was adopted at a referendum on May 21, 1957, grants municipalities "the authority to exercise all powers relating to its local affairs not inconsistent with the Charter.

This legislation has enabled the City of Miami Beach to create and adopt its own Municipal Code.

Unlike the County Code, the City Code does not contain specific provisions for creating special taxing districts; however, through Section 29 and 30 of the City Charter, the City is empowered to create a special assessment to fund local improvements, such as highway improvements, sidewalk improvements, sanitary sewer improvements, storm sewer improvements, waterfront improvements, boardwalk improvements and lighting improvements. In addition, Section 7½ of the City Charter adopted in 1959, sets forth specific powers with regard to the use of streets for pedestrian promenades and malls. "The City of Miami Beach shall have the power through its City Commission, by ordinance, to regulate or prohibit any or all types of vehicular traffic in or on designated streets, or parts thereof, and to limit the use thereof, in whole or in part, to pedestrian traffic as a promenade, walk, or mall, and to assess abutting land for the cost of construction of such promenade, walk, or mall, in the identical manner provided for the assessment and collection of liens for sidewalk improvements as set forth in sections 29 and 30 of the said Charter." Upon reviewing these existing provisions of the City Charter with the City's Legal Department, it appears that while such would enable the construction of the various physical improvements described in this plan, the language is not currently broad enough to accommodate the programs of the proposed Lincoln Road Management and Development Authority. However, in light of the findings made with regard to the Dade County Code taxing districts, it would appear that the most effective way to proceed with establishment of a taxing district to Lincoln Road-Mall would be to amend the Miami Beach City Charter.

It is therefore recommended that consideration be given to placing a charter amendment before the City's electorate to add the following language to Section 7½ of the City Charter: "to assess abutting land for the cost of the construction, management, maintenance, promotion or other designated activities as may be authorized by ordinance of such promenade, walk, or mall".

As the City's interest in the promenade, walk, or mall is primarily for the purpose of providing a public facility for the use and enjoyment of the citizens, it is recommended that the City should consider the various factors which should be taken into account in the development of such a facility. It is recommended that the City should consider the various factors which should be taken into account in the development of such a facility. It is recommended that the City should consider the various factors which should be taken into account in the development of such a facility.

To accomplish this goal, the City should consider the various factors which should be taken into account in the development of such a facility. It is recommended that the City should consider the various factors which should be taken into account in the development of such a facility.

In order to provide a more complete understanding of the various factors which should be taken into account in the development of such a facility, it is recommended that the City should consider the various factors which should be taken into account in the development of such a facility.

A special focus of the study is the various factors which should be taken into account in the development of such a facility. It is recommended that the City should consider the various factors which should be taken into account in the development of such a facility.

4. Approval of Bond Issue and Establishment of Special Improvement Assessment

As provided for in the Miami Beach City Charter, the City Commission may formally adopt a resolution prior to the establishment of a taxing district, calling for the issuance of general obligation bonds to finance the proposed Lincoln Road-Mall improvements. Such bond issue would require the approval of a majority of the votes cast in an election in which a majority of the free holders, who are qualified electors, residing within the City participate. It is recommended that such a bond issue question be brought before Miami Beach's electorate as was done for the improvements proposed for Arthur Godfrey Road, stipulating that the payment of such bonds be accomplished through the use of a special assessment of property owners along Lincoln Road-Mall.

To accomplish this goal the initial action required is the passage at a Commission meeting of a resolution ordering the proposed Lincoln Road-Mall improvements. At the same time, the Commission can also adopt a resolution calling for a Lincoln Road bond issue to be placed on the ballot.

In order to place such a bond question on the November 3, 1981 ballot, the City Commission must adopt a resolution calling for the bonds at their September 16, 1981 Commission Meeting. In the alternative, the city would have to consider holding either a special election or waiting until the next general election scheduled for November, 1982, to seek approval for these bonds.

A crucial factor irrespective of when such election is held is that the county must reserve and place, preferably at least sixty (60) days prior to the election date, a slot on the ballot for the proposed issue. This provision may be waived provided that the City alerts the County before hand of its intention to submit a resolution calling for a bond question after the sixty (60) day deadline. In such a case, the City must deliver the resolution to the County no later than forty (40) days prior to the date of the scheduled

election. Upon approval of a bond issue by the electorate, the following steps would have to be taken by the City Commission to implement the special assessment provision of Sections 29 and 30 of the City Charter.

Resolution. The initial proceeding for implementing any improvements on Lincoln Road is the passage at a regular or special meeting of the City Commission of a resolution ordering the improvement or improvements. This resolution shall set forth the location by terminal points and route of the proposed improvement and a description of the improvement including type of material, character, nature and size.

Cost Estimates. The City engineer is required to prepare and file plans and specifications for each of the improvements ordered by resolution with the City Clerk. Such plans and specifications shall include estimates of the following:

- * the total cost of the project
- * the cost of each kind of improvement
- * the amount of cost and incidental expenses to be assessed against the property
- * the amount to be assessed against each front foot of property abutting Lincoln Road.

Public Hearing. Upon receipt of plans, specifications and estimates, the City Clerk will post on the door of City Hall and two other public places or publish at least once in a newspaper of general circulation, a notice stating the City Commission will hear objections to the confirmation of the resolution from any interested persons. This notice will be posted or published no earlier than 10 days from the date of the hearing and is to provide in brief and general terms, the location, cost, and description of the proposed improvement.

At the time of the hearing, the Commission will receive objections of any interested parties, and upon conclusion of the hearing, may then repeal or confirm the resolution with amendments, if any, provided it does not change the location of the improvement.

Recording of Resolution. Within ten (10) days after the confirmation of the resolution ordering improvements for Lincoln Road, the resolution together with the estimates are recorded by the City Clerk in the Assessment Book.

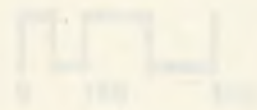
Notice of Confirmation. On or after the date of the confirmation, the City Clerk is authorized to publish a notice in a newspaper of general circulation indicating such confirmation.

Request for Sealed Bids. If the estimated costs exceed \$5,000 a notice must be published calling for the receipt of sealed bids for the construction of work on Lincoln Road. Upon opening of the bids, the City follows regular operating procedures until after the project is completed.

Public Hearing. After a contract has been executed as specified by the resolution, the City Engineer prepares a preliminary assessment roll and files such roll with the City Clerk. The City Clerk then publishes in a daily newspaper of general circulation a notice stating that at a regular meeting of the City Commission, all interested parties may appear and file written objections to the confirmation of the assessment roll. At the time specified in the notice, the commission hears and receives objections in writing of all interested parties and then may either appeal or sustain or modify, in whole or in part, the roll. Upon conclusion of the hearing, the Commission may confirm the roll. Individual owners of any assessed property who have reason to believe the assessments are invalid for any reason whatsoever have up to ten (10) days from the date of confirmation to file a written verified petition in the office of the Clerk of the Circuit Court of Dade County, Florida, with a copy of such petition to be delivered to the City

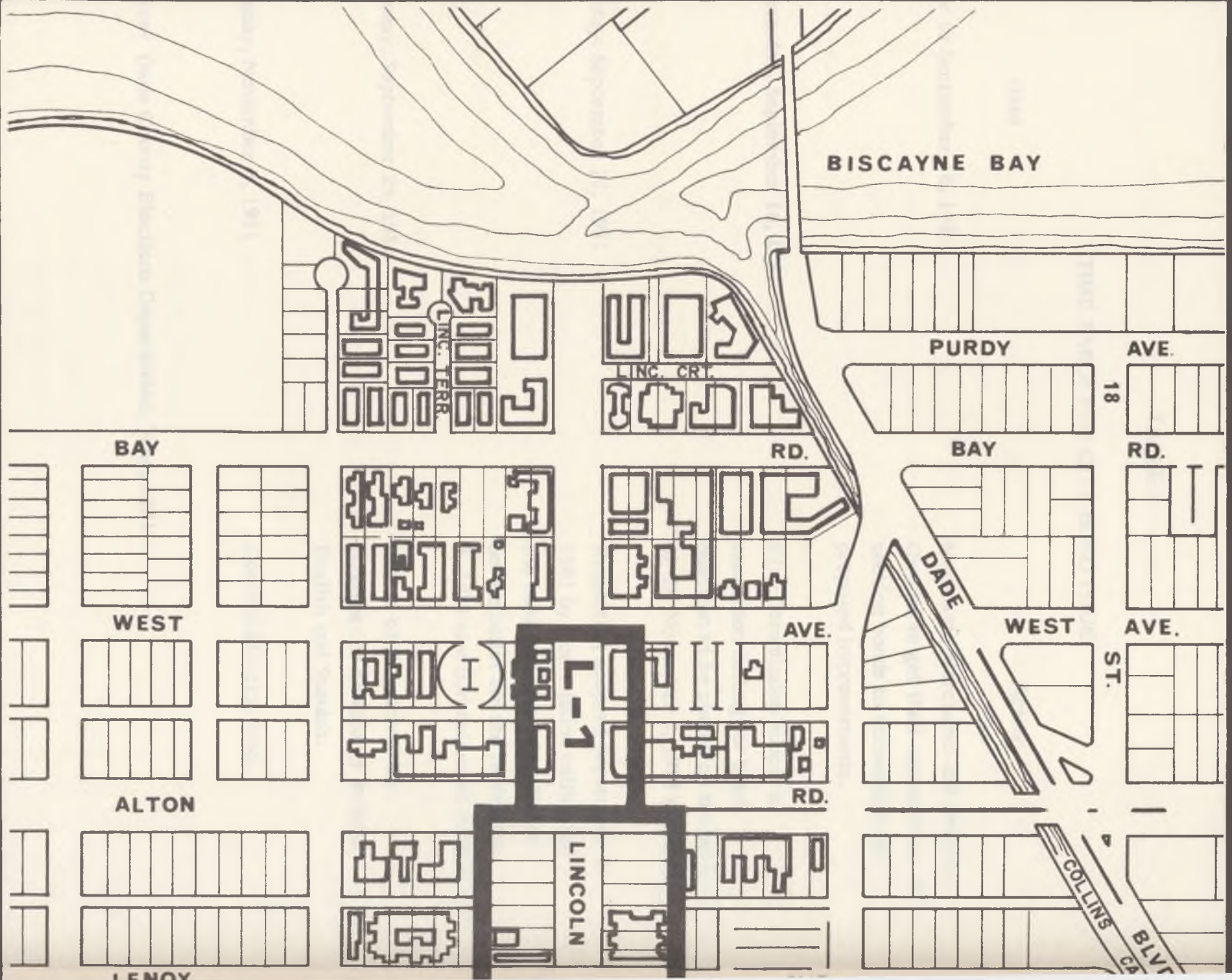
Manager objecting to the assessment. The decision of the Court in such proceedings shall be final and an appeal will be allowed only if it is properly prayed and perfected within ten (10) days from the date of the order.

Thirty (30) days after the confirmation of the assessments, the amounts apportioned and assessed shall be due and payable at the office of the City Clerk. Should the resolution so state, the owner of any lot or property assessed on Lincoln Road may have the privilege of paying the assessment in equal annual payments for a period of up to ten (10) years. All such assessments constitute a lien upon the property and shall be collectible in the same manner and with the same penalties and under the same provisions as to sale and forfeiture as city taxes are collected.



City of Miami Beach

LINCOLN



INCOLN

COLLINS BLVD
CANAL

AVE.

17

18

AVE.

ST.

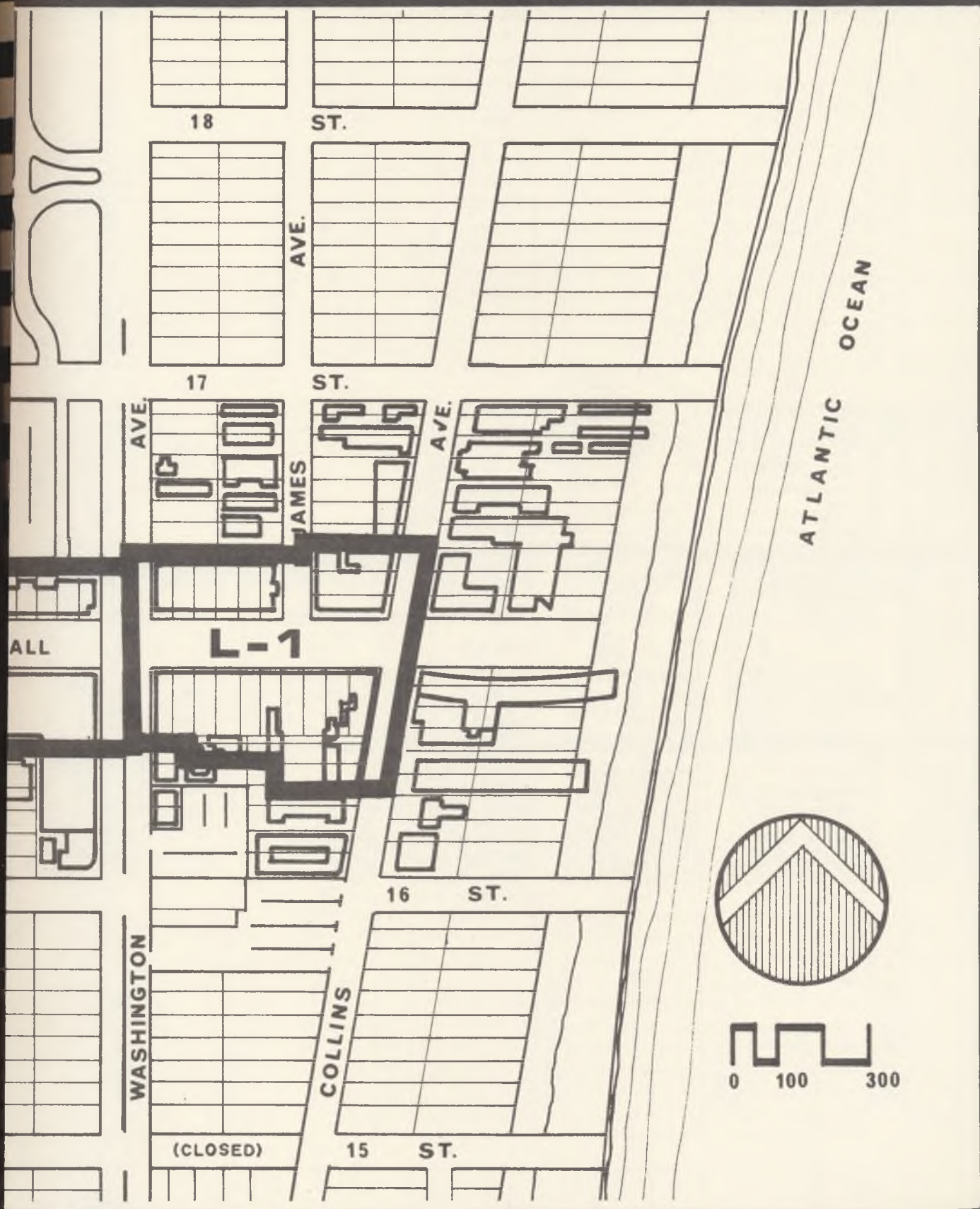
ST.

L-2

AVE.

ROAD





ZONING PLAN **PLANNING**
TAXING DISTRICTS

TABLE I

TIME TABLE FOR CITY BOND ISSUE

| Date | Action |
|-------------------------------|---|
| Prior to September 16, 1981 | Meet with Merchants and Property Owners to get their concurrence in seeking bonds to accomplish the proposed improvements. |
| Wednesday, September 16, 1981 | City Commission adopts a resolution calling for bond question to be placed on the ballot of the November 3, 1981 election. |
| Monday, September 21, 1981 | Resolution adopted September 6, 1981 by Commission calling for the bond question to be placed on the ballot for the November 3, 1981 election delivered to Metro. |
| Tuesday, September 29, 1981 | Notice of Election to be published in newspaper in both English and Spanish. |
| Tuesday, November 3, 1981 | General Election held. |

Source: Dade County Elections Department, June, 1981

5. Creation of a Facade Renovation Grant Program

a. Description

A primary objective of the Lincoln Road Revitalization Plan is the improvement and enhancement of the visual appearance of retail/commercial storefronts along Lincoln Road Mall. In particular, property owners must be encouraged to renovate existing storefronts as part of an overall program to provide a cohesive and coordinated appearance of the Mall.

The City of Miami Beach should initiate a program to provide an incentive to property owners to improve the quality of commercial establishments which have been determined to be historic or contribute to the overall visual attractiveness of the Architectural District in which it is located.

A Facade Renovation Grant Program, similar in nature to the on-going facade renovation project in the Washington Avenue Revitalization District, would encourage property owners to initiate the renovation of historically significant buildings. The Facade Renovation Grant Program should provide a direct grant from the City under specific conditions, to a qualified property-owner. The program should accomplish the following objectives:

- * Assist property-owners in obtaining necessary financial commitments to renovate structures;
- * Impact the most visible element of Lincoln Road-Mall, the facade of storefronts at the pedestrian level.
- * Assure compatibility and adherence to a pre-determined urban design concept for renovation.

b. Operation

The operation of the Facade Renovation Grant Program should be based upon the following conditions and procedures:

- * The Facade Renovation Grant Program shall be on a 1/3-2/3 matching formula; the City shall provide a grant to qualified applicants up to 1/3 of the cost of the total renovation work.
- * Facade renovation grants shall be limited to physical improvements to structures having retail and/or consumer oriented ground floor uses.
- * Emphasis shall be on improvements made to a structure which are most visible at the pedestrian level on Lincoln Road-Mall. Qualified improvements shall include but not be limited to painting, repairs, replacement and renovation of: doors, windows, awnings, entranceways, signage, and architectural elements.
- * All physical improvements shall be carried out in conformance with the urban design guidelines adopted for the Lincoln Road District.
- * The City shall administer the program in conjunction with the Multi-Unit Rehab Program currently being established by the Community Development Division.
- * Criteria shall be established to provide a bases for selection and awarding of grants to applicants. The criteria shall include such considerations as compatibility of the proposed facade renovation with the City's urban design guidelines; the magnitude (location) of the impact of the renovation on Lincoln Road and the Mall's visual appearance; and the ability of the applicant to financially carry out the renovation program.

c. Facade Renovation Design Guidelines

One of the key actions required by the City in order to implement this program is the establishment of general urban design guidelines to provide property owners with general parameters for renovation. These are as follows:

- * Relationships between building heights and widths should be similar to those established by existing buildings.
- * Maintain the "solids and voids" relationships between buildings as represented by windows, entrances, and facades.
- * Whenever possible, retrieve and maintain existing architectural details and ornamentation.
- * Renovation of existing buildings should be sympathetic or in harmony with the architectural character of surrounding buildings.
- * Paint colors should reflect the predominant tropical architecture (i.e. light, pale colors such as pink, buff, pale yellow, aqua, blue, mint, eggshell); colors should be compatible with the colors of adjacent structures.
- * Materials and textures of walls should remain consistent with the existing facade; wall surfaces of cement stucco are encouraged.
- * Existing original roof lines and cornices should be uncovered and restored where possible; the shape and material of roofs should be compatible with the architectural style and design of the existing building. Screening devices should be considered for roof-top air conditioning equipment.

* Retain, where feasible, original windows, window openings, trims, and sashes. If original windows are to be replaced, new windows should be of the same size and shape as originals; windows in new construction should be compatible with the height, width, and placement of existing windows on surrounding structures.

* Maintain appropriate spacing and proportion of entrances with the overall building design, windows, and with adjacent structures.

6. Improvement of Traffic Circulation

Another issue which needs to be addressed is the traffic circulation network around Lincoln Road. The Wilbur Smith Parking Study prepared in 1974 suggested a number of improvements. Some of them have been implemented while others have become unnecessary due to unforeseen circumstances which negated the Study assumptions. The following comments were submitted by the Public Works Department after careful consideration of current City policies for Lincoln Road-Mall, the Convention Center, and the proposed new Convention Center Hotel.

Seventeenth Street and West Avenue. The extension of Seventeenth Street across Collins Canal to Dade Boulevard has been completed.

Extension of Michigan Avenue. This extension is no longer required because the new bridge on Prairie Avenue relieves much of the congestion in the Convention Center area. The inter-connection of traffic signals on Dade Boulevard is advisable.

Alton Road and Michigan Avenue. The provision of double left turn lanes at this intersection is no longer recommended. The City should, however, consider providing a semi-actuated detector to govern left-turns and extending the storage lane.

Michigan Avenue. Widening Michigan Avenue to 48 feet north of Eighteenth Street is no longer recommended.

Eighteenth Street. Widening Eighteenth Street to 48 feet from Meridian to Michigan Avenue is no longer recommended.

Seventeenth Street. Alleviating the traffic circulation problems on Seventeenth Street can be accomplished, to a great extent, by interconnecting all traffic signals. This would allow traffic on all unsignalized intersections to move efficiently and safely while all traffic on Seventeenth Street is stopped for a red signal.

North Lincoln Lane. The recommendation to widen this facility to twenty two (22) feet to provide one (1) parking lane and one (1) through lane is not necessary because North Lincoln Lane currently accommodates this arrangement. The closure of the service drive at 17th Street is no longer recommended. The Metropolitan Dade County Accident Spot Map indicates no accidents at this location this year or last year.

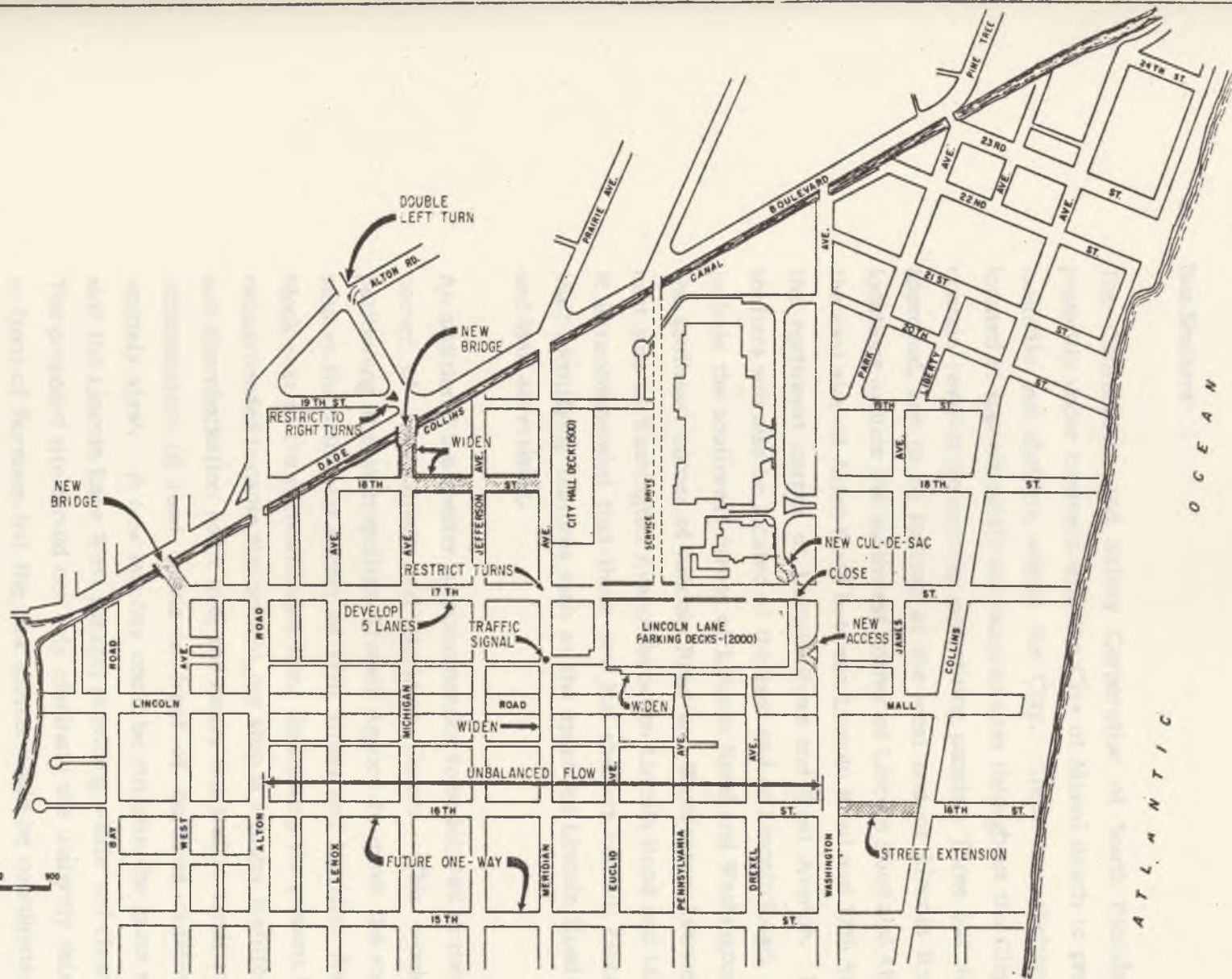
Fifteenth and Sixteenth Streets. It is recommended that Fifteenth Street and Sixteenth Street be cut through from Washington Avenue to Collins Avenue.

Washington Avenue. The elimination of on-street parking and taxi stands on the west side of Washington Avenue is not recommended. A right turn lane at Sixteenth (16) Street is no longer recommended and a right turn lane at Seventeenth (17) Street already exists. Also, in as much as the Lincoln Lane East parking facility is proposed at the site for a new convention center hotel, the recommendation of direct access to this facility from Washington Avenue is no longer necessary.

Jackie Gleason Drive. The recommendation to provide a cul-de-sac on the south side of the Drive is not recommended. The Metropolitan Dade County Traffic Accident Spot Map indicates no accidents at this location this year or last year.

Meridian Avenue. A traffic signal at the intersection of Meridian Avenue and North Lincoln Lane is not recommended at this time. The widening of Meridian Avenue from the Mall south to Fifteenth Street is recommended to facilitate ease of traffic movement.

55a



PROPOSED TRAFFIC IMPROVEMENTS
CIVIC AND CONVENTION CENTER

7. Improved Tram Service, Hotel Jitney, and Bus Service

a. Bus Shelters

The Convenience and Safety Corporation of South Florida, Inc. is presently under contract with the City of Miami Beach to provide and maintain bus shelters within the City. These new shelters will be located at approximately one hundred sites throughout the City and will contain revenue generating advertising panels. Three bus shelters, if approved, are to be located at the west end of Lincoln Road. The locations include the southwest corner of Lincoln Road and Alton Road, the east side of Alton Road between Lincoln Road and 17th Street, and the northwest corner of Lincoln Road and West Avenue. Three bus shelters will also be located at the east end of Lincoln Road. The sites include the southwest corner of Lincoln Road and Washington Avenue, the southeast corner of Lincoln Road and Washington Avenue, and the east side of Washington Avenue between Lincoln Road and 16th Street. It is recommended that these new bus shelters contain Lincoln Road-Mall identifying features such as the approved Lincoln Road Mall logo and Mall advertising.

An additional bus shelter is recommended to be located at the southeast corner of 17th Street and Meridian Court. This would involve petitioning the Metropolitan Transit Agency to move the existing bus stop at the southeast corner of 17th Street and Meridian Avenue, one block east to the recommended site. Relocating the present bus stop is recommended because the present bus stop is a major transfer, loading, and disembarkation point and; the heavy bus traffic tends to cause an accumulation of road debris in front of Burdines creating a very unsightly view. A new bus bay could be cut into the grass strip along side the Lincoln Lane West garage, providing a safe and clean bus stop. The proposed site should not only eliminate the unsightly debris buildup in front of Burdines but the new shelter could be coordinated with the planned improvements for Meridian Court, creating a major Lincoln Road Mall entrance feature for users of mass transit.

b. Mall Transit

Trams Electric of Florida, Inc. has been negotiating an eight year contract with the City of Miami Beach to operate a tram service on the Mall. The route will include the present extent of the Mall between Washington Avenue and Alton Road, and any future easterly and westerly extensions of the Mall. If the City decides to extend the tram route beyond the confines of the Mall, the permit requires Tram Electric to be the first offered the new routes. The permit also allows Trams Electric to carry passengers between Lincoln Road-Mall and the Convention Center/Theater of the Performing Arts Complex.

The contract further stipulates that the tram fleet will consist of a minimum of four tractor and trailer combinations. Each vehicle will have a minimum seating capacity of fourteen (14) passengers. The permit requires each vehicle to be new and of a design acceptable to the City and propelled by electrical power supplied by batteries. The City may require additional vehicles to be placed in operation if the extension of service beyond the Mall is implemented, or if traffic demand warrants an increase. The one-way fare will be 25¢ per single ride. The City Manager may, at the end of each calendar year, conduct a rate review at the request of Trams Electric. Requests for this review must be submitted to the City Manager ninety days prior to the end of each calendar year. The tram service will operate between the hours of 8:00 a.m. and 6:00 p.m. EST, 8:00 a.m. to 7:00 p.m. DST, seven days a week. Additional hours of service will be at the option of Trams Electric while any reduction of hours will only be allowed upon written advance approval of the City Manager. The tram vehicle may carry advertising displays. The City reserves the right to review all advertising on any vehicle in the system and will have the right to reject any advertising copy.

In order to promote evening usage of the Mall, it is recommended that the City encourage the extension of the tram operating hours to 9:00 p.m., particularly on weekends.

c. Burdines Trolley

The Miami Beach Burdines Department Store provides a free tram service for tourists. Operated by Trolley Tours, Inc., this colorful imitation trolley car operates Monday, Wednesday and Friday between the hours of 9:30 a.m. and 3:00 p.m. The trolley's route begins at the DiLido Hotel at Lincoln Road and Collins Avenue and proceeds north on Collins Avenue to the Eden Roc Hotel. The trolley then travels south, depositing passengers at the Burdines Department Store at 17th Street and Meridian Court. The Burdines Trolley stops at a total of eight (8) hotels, providing a major means for tourists to get to Burdines and Lincoln Road Mall.

It is recommended that the Lincoln Road Management and Development Authority, once created, should consider sponsoring a similar but expanded trolley service. This service would greatly increase tourist access to Lincoln Road-Mall, resulting in increased customers. In addition, Mall-related advertising could be placed on the trolley, increasing the Mall's exposure within the community.

8. Development of a Merchant Parking Validation Program

A merchant validation program should be established with a pilot project to be implemented at the Lincoln Lane West Parking Garage. The purpose of the program is to increase usage of this underutilized parking garage by providing free parking for people who purchase merchandise or use services within Lincoln Road-Mall. This program would involve placing ticket machines at the entrance and cashiers at the exit of the garage. Existing meters would be covered. Merchants would purchase a rubber stamp, on a monthly basis during the pilot project, from the City of Miami Beach which shall be used to validate the tickets of customers. This stamp shall entitle customers to free parking. Participating merchants, as well as the Lincoln Road Management and Development Authority, should advertise free parking to attract customers to Lincoln Road-Mall.

9. Creation of the Lincoln Road Management and Development Authority

Although the pedestrian shopping corridor is widely referred to as the "Mall", close examination indicates it is a hybrid street closed to traffic. The difference between the City's Mall and other malls is coordinated management. Nearly all successful malls are privately owned and operated by professional management organizations. This insures that the entire mall benefits from structural and marketing programs rather than individual stores. Professional management results in strict adherence to interior and exterior design guidelines, common operating hours, establishment of an advertising fund and program controlled mix and location of stores, free or minimum charge for parking, general amenities as water fountains, rest rooms, designated seating areas, identification kiosks, code of ethics, and general business standards.

The Mall also differs from other successful malls in a structural sense. Generally, malls do not have vehicular penetration of the pedestrian spine. Designers of pedestrian malls also insure cohesion of spaces and shopping interest through pavers, design elements, and shading devices. Locally, this has been manifested in the unique water environment of the Falls and the luxurious design of speciality shops in Bal Harbour and Mayfair in the Grove.

The Mall exhibits only a few of the attributes associated with the type of malls explained above. Perhaps the most serious problem is the inability of the Mall to function as a cohesive business venture. In addition, the absence of coordinated management has been aggravated by: divisions between tenants and property owners; numerous property ownerships, both local and absentee; penetration of streets; dead non-commercial spaces; municipal control of the interior of the Mall; poor location of planters which restrict pedestrian movement; unattractive tram service; no common advertising or marketing programs; incompatible relationship between private facades and public spaces; and the poor mix of stores and public services.

All of the above, when combined with a decline in tourism on Miami Beach and the strong competition from Downtown Miami, Bal Harbour, Broward Mall, Omni, Mayfair and Dadeland Mall could eventually lead to the failure of numerous retail outlets particularly in the Mall West area and the possible transition of the Mall to a neighborhood shopping center. However, the Mall East area should remain successful due to the proximity to the Collins Avenue hotels, storefront renovation, common design elements, and the eventual construction of the Convention Center hotel at Lincoln Road and Washington Avenue.

The problems on Lincoln Road-Mall are so great that property owners, merchants, and the City must take a revolutionary approach if Lincoln Road-Mall is to ever successfully compete in the Dade County market place. This approach must transform Lincoln Road-Mall into a unified professionally managed organization with legal authority to implement the recommendations advocated in this Plan. Public improvements to the interior of the Mall, although important, do not address the fundamental marketing problems of Lincoln Road. These problems can only be addressed within the context of a managing organization and it is strongly urged that all affected parties fully embrace the concept of establishing the Lincoln Road Management and Development Authority.

The Lincoln Road Management and Development Authority, with assistance and approval from the City, shall be responsible for the future development and enhancement of all the area lying within the Lincoln Road Taxing District (See Taxing District Map on page 48). The Authority, with money raised through operating revenues, private investment, and funds generated from the Taxing District, shall manage Lincoln Road-Mall on the same professional level as privately owned and operated malls. The City, through its powers, shall grant to the Authority all the necessary legal powers to accomplish this objective.

The Lincoln Road Management and Development Authority shall be a corporation functioning as a governing body similar to a board of directors of a corporation; however, the overall long range policy setting entity shall be the City Commission.

a. Establishment of a Lincoln Road Management and Development Authority

The overall affairs of the Authority shall be under the supervision and control of the Miami Beach City Commission. The Authority shall consist of eleven (11) members. Each member of the City Commission shall be entitled to appoint one (1) member to the Board and the remaining four (4) members shall be appointed by a majority vote of the City Commission. Each member appointed by the City Commission shall own property or have a principle place of business in the Lincoln Road Taxing District.

In addition, five (5) ex-officio members (one each) from the membership of the following organizations shall serve on the Authority:

- * Chamber of Commerce
- * Community Development Advisory Committee
- * Lincoln Road Business Association
- * Planning Board
- * Visitor and Convention Authority

b. Powers and Duties

The Authority shall adopt rules and regulations governing its affairs subject to approval by the City Commission. In addition, the Authority shall have the power to expend funds and develop a work program only upon the approval of the City Commission. The Authority shall prepare and submit to the City Commission for their approval a line item budget and program which accurately lists and estimates all revenues, expenses and activities that are contemplated by the Authority for each fiscal year beginning on October 1st.

The Authority, subject to the rules and regulations established by the Commission, and other applicable laws, shall have all the powers customarily associated with a Board of Directors of a Corporation for profit. The Authority shall have the power to employ staff to implement the objectives of this Plan. Funds to cover such employment shall be from revenues raised by the Authority in addition to revenue generated through special taxing district programs. In order to accomplish the objectives of managing and providing for the development of property in the Lincoln Road Taxing District, the Authority may, at a minimum, conduct the following activities.

- * Prepare an analysis of the economic base and undertake the necessary actions to improve the business environment.
- * Implement and coordinate (as described in the Lincoln Road Revitalization Plan) the necessary public improvements, private investments, marketing strategies to enable Lincoln Road-Mall to professionally compete with privately organized malls.
- * Cooperate with the City's Economic Development Department, Public Works Department, Public Properties Department, Planning Board and Community Development Advisory Committee and implement short and long range plans designed to enhance property values and return Lincoln Road-Mall to a superior position in the market place. Further, to work with and develop the necessary development incentives for the private sector to implement such plans to the fullest extent possible.
- * Obtain legal counsel to advise the Authority in the proper performance of its duties.
- * Establish an advertising fund and program to promote Lincoln Road and attract future development.

- * Provide for the maintenance, landscaping and security of the Mall.
- * Maintain and update kiosks and information signage.
- * Develop and implement an awning construction and maintenance program.
- * Recommend bond issue and taxing district programs to the City Commission.
- * Enter into contracts for the express purpose of permitting the Authority to exercise its powers and duties.
- * Recommend to the City Commission the acquisition, of property which the Authority deems necessary to accomplish its objectives.
- * Improve land, construct or rehabilitate structures and public properties.
- * Accept grants and donations of property, labor and other things of value from any public or private source.
- * Make or receive from any governmental body covenants, leasehold interests, grants, contributions, loans or any other rights and privileges subject to City Commission approval.
- * Upon transfer from the City, the Authority shall operate, manage, lease or subcontract the operation of a public transportation system, including but not limited to a tram and mini-bus service whose routes may extend throughout the City but primarily serve the Lincoln Road Taxing District.
- * Cooperate and enter into agreements with any governmental agency subject to City Commission approval.

10. Creation of a Lincoln Road Business Association

In response to the growing interest by merchants on Lincoln Road-Mall to participate in and promote the Revitalization Plan, it is recommended that a merchant committee be organized to stimulate involvement at a "grass roots" level. The Business Association, as described below, will serve as a liaison with all public, semi-public, and private agencies who impact the Lincoln Road-Mall business community and will promote compliance and implementation of a Business Code of Ethics.

Such an organization may be very helpful in cleaning up the tarnished image of merchandising on Lincoln Road-Mall and attracting new customers currently shopping in downtown Miami.

The following text addresses the basic organization and powers and duties of the Lincoln Road Business Association.

a. Creation of the Lincoln Road Business Association

There is hereby created a Lincoln Road Business Association for the express purpose of and providing for the maintenance of the Lincoln Road-Mall Business District and environs as the City's premier shopping corridor.

Membership and Eligibility. Membership in the Association is open to persons who have an interest in the Lincoln Road-Mall Business District. For the purposes of this section, an "interest" shall be construed as a person(s), company, partnership, corporation, or similar entity who either owns, leases, or conducts any business activity in the Lincoln Road-Mall Business District.

Board of Governors. The Association created hereby shall select a Chairman, a Vice-Chairman and a Secretary-Treasurer. In addition to the above officers, the membership of each block on Lincoln Road-Mall shall select a Block Leader who together with the Chairman, Vice-

Chairman and Secretary-Treasurer shall serve on the Board of Governors. Said Board shall serve as the coordinating agency among the membership for purposes of promoting Lincoln Road-Mall as the premier shopping corridor in the City and improving the general business environment.

b. Powers and Duties

The Association shall have the following powers and duties:

- * to make all necessary rules and regulations for the efficient operation of the Association in conformance with all public laws.
- * to take all necessary and proper action to establish and enforce a Code of Ethics among the membership.
- * to collect dues and special assessments from among the membership for purposes of meeting the objectives of the Association. Said dues and special assessments shall be based upon linear frontage on the Mall for those members who have ground floor space fronting on the Mall. For all other members, dues and assessments shall be based upon the total gross square feet of space occupied by the member.
- * the Board of Governors shall not have the power to expend funds or obligate the Association for any liability or indebtedness without the express approval of the membership.
- * to annually prepare and submit a progress report and budget to the membership for their consideration and adoption.
- * to function as a liaison with all public, semi-public and private agencies who impact the Lincoln Road-Mall business community.

c. Rules and Regulations

The membership shall conduct the business of the Association within the context of the following rules and regulations:

- * The Board of Governors shall serve for a one year term. Said term of service shall expire on June 1st of each succeeding year.
- * A quorum shall be sixty-five percent (65%) of the members of the Board of Governors present at a general meeting of the Board. A quorum for a general meeting of the Association shall be 15% of the total membership of the Association.
- * A general meeting of the Association shall be conducted pursuant to accepted parliamentary procedures or any other procedures when such procedures are accepted by the Board of Governors. At a minimum, the following rules shall be applied:
 - * All actions of the Association shall be by motion or resolution on a vote of the members present.
 - * Voting by proxy and/or absentee ballot at any meeting is prohibited.
 - * The Chairman or in his absence, the Vice-Chairman or in his absence the Secretary-Treasurer shall preside at all meetings of the Association.
 - * Written minutes of all meetings of the Association and Board of Governors shall be presented and approved by the Association and Board as to their accuracy.
 - * General meetings of the Association shall occur not less than once (1) during a one month period of time.

* Members of the Association hereby agree to follow a Business Code of Ethics and shall have the privilege to display one emblem indicating same to the general public. Said emblem shall only be renewed yearly to members of the Association in good standing. The design of the emblem shall be approved by the Association indicating the name of the Association and the date issued.

* Membership in the Association must meet the eligibility requirements as provided in Section a. Said membership shall be for a one-year term with dues paid on October 1st of each year.

* Termination of a member in the Association shall only be for good cause. Termination shall automatically result from:

- . Failure of a member to maintain good standing in the Association.
- . Failure of a member to abide by the spirit as well as the written Business Code of Ethics.
- . Failure of a member to substantially conform to the business program as adopted by the Association.

* The Association will coordinate and cooperate with the City of Miami Beach in all matters of mutual interest.

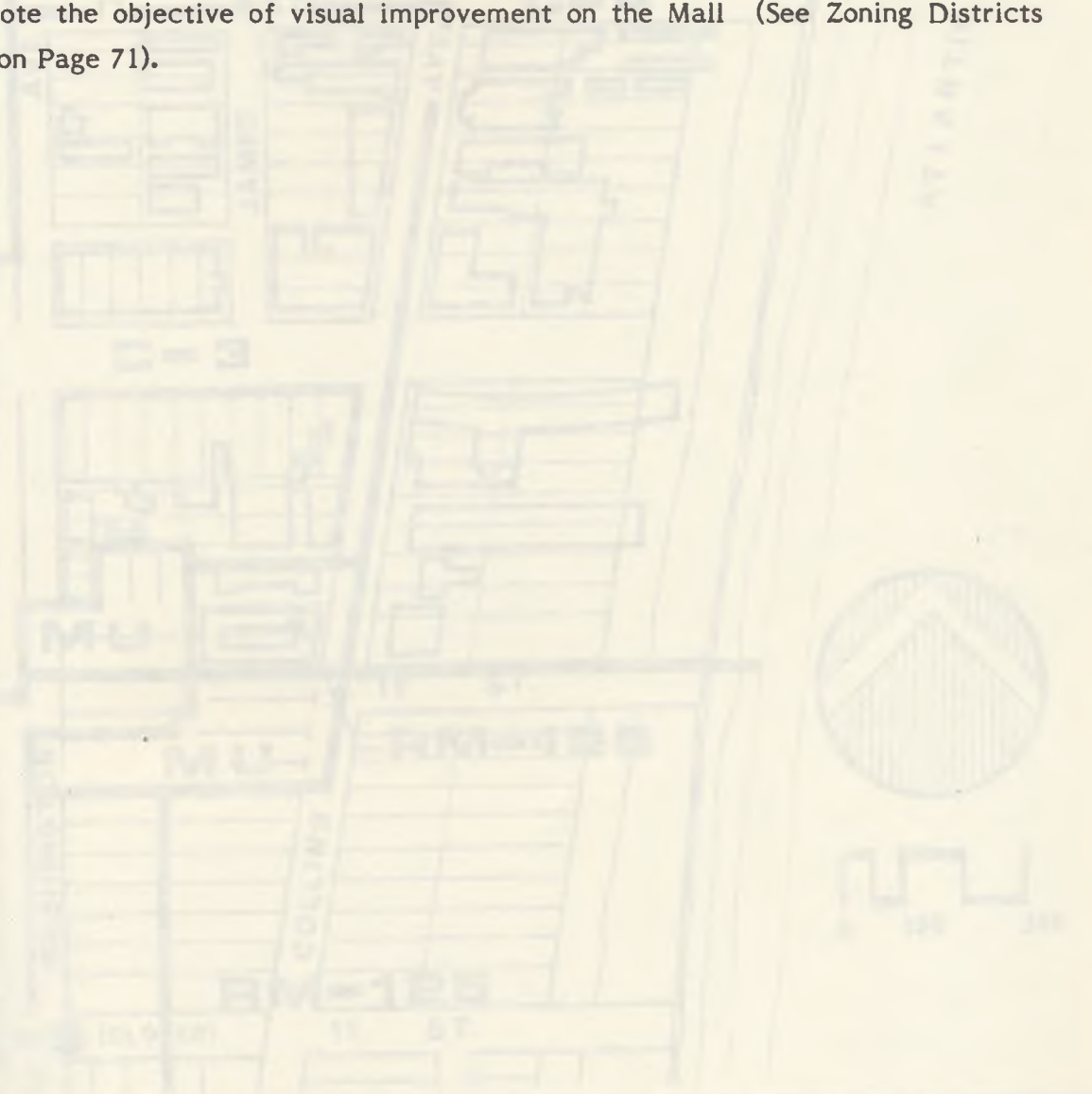
11. Update of Finance/Licensing Nomenclature

In order to more carefully regulate the types of uses located on Lincoln Road-Mall, the City should update and revise the licensing nomenclature. For example, the City has received numerous complaints concerning the display of personal hygiene products in store windows on Lincoln Road-Mall. Although the Zoning Ordinance does not permit the sale of these items, licenses issued under the nomenclature of SUNDRIES results in a conflict between the Licensing Division and Code Enforcement Division.

It is imperative that this inconsistency be addressed if a new image of Lincoln Road is to appear.

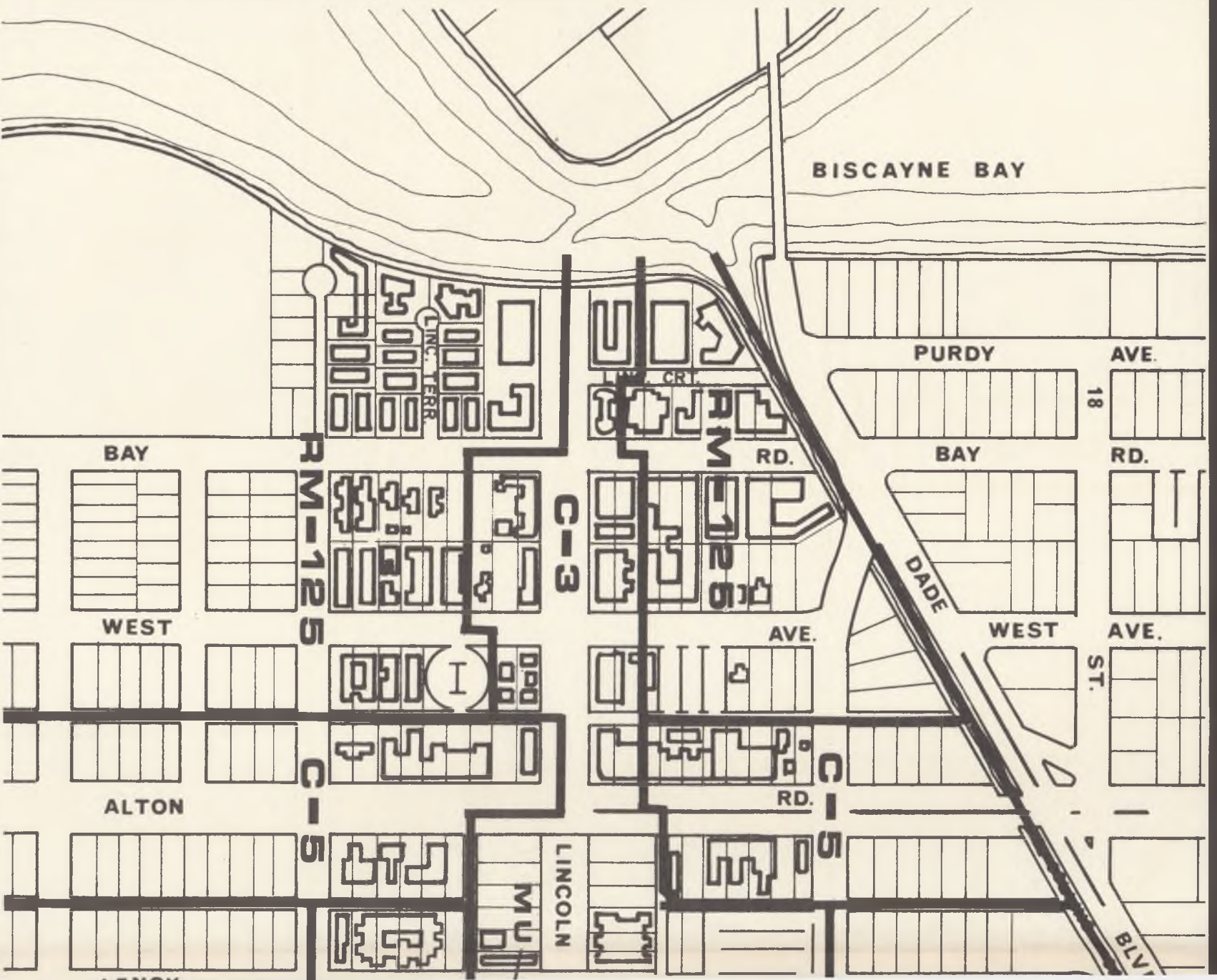
B. Zoning Amendments

Some of the recommendations of the Lincoln Road Revitalization Plan will require amendments to the City's Zoning Ordinance. The following text changes, if approved and adopted, will help remove some of the stumbling blocks to residential development on the Mall by providing for: residential density increases on certain lots; the lease of parking within municipal lots for the provision of required parking; and a reduction in the overall parking requirement for residential developments. Changes to the existing sign regulations are also proposed to promote the objective of visual improvement on the Mall (See Zoning Districts Map on Page 71).



City of Miami Beach

LINCOLN



BLVD

PUD

RM-100

FRPPDSE

CCC

AVE.

AVE.

AVE.

LINCOLN

C-3

ROAD

C-2

AVE.

AVE.

AVE

LENOX

MICHIGAN

JEFFERSON

MERIDIAN

EUCLID

PENNSYLVANIA

DREXEL

15

ST.

16

ST.

17

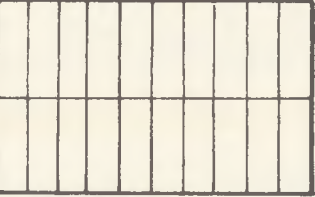
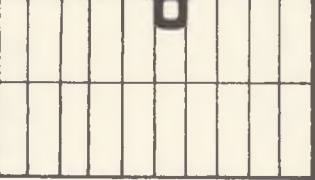
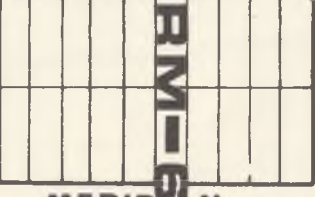
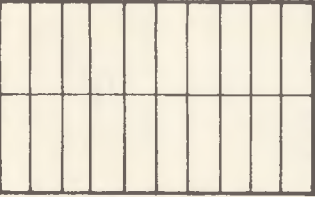
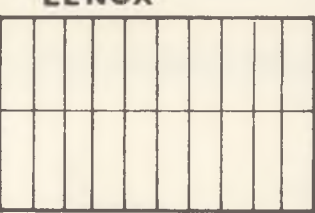
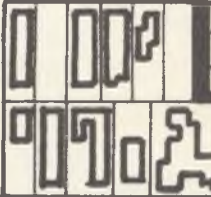
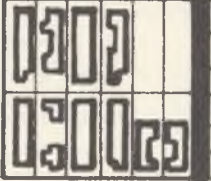
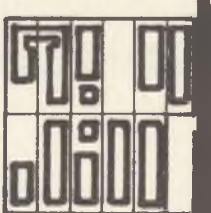
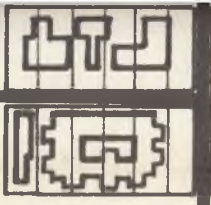
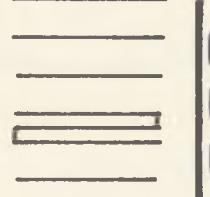
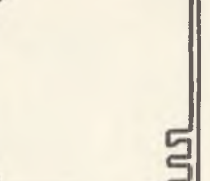
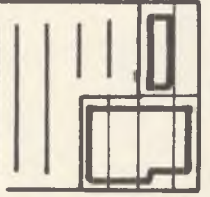
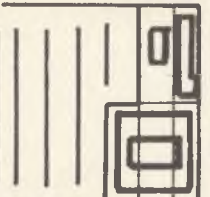
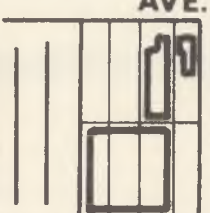
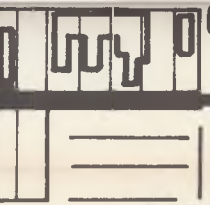
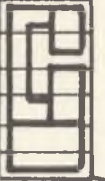
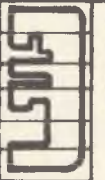
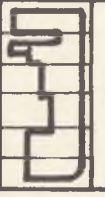
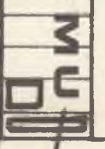
ST.

18

ST.

5

5



ROAD

REVITALIZATION

Each Planning Division - July 1981



ZONING DISTRICTS PLAN

1. 6-9 C-3 Central Business District.
 - A. DISTRICT PURPOSE. This District is designed to accommodate a highly concentrated pedestrian oriented retail business core, in which businesses serving all residents and visitors of the City are located.
 - B. USES PERMITTED. No land, water or structure may be used, in whole or in part, except for one or more of the following permitted uses:
 1. Any residential use in the RM-125 Multiple Family District.
 2. Antique Stores.
 3. Appliance Stores.
 4. Art Goods Stores.
 5. Artists Studios.
 6. Bakeries, baking not permitted on premises.
 7. Banks, including Savings and Loan Associations.
 8. Barber Shops
 9. Beauty Parlors.
 10. Bicycle Stores.
 11. Book Stores.
 12. Clothing and Costume Stores, selling new merchandise or rentals.
 13. Club, private
 14. Confectionary or ice cream stores.
 15. Dental Office.
 16. Drug stores selling pharmaceutical and medical supplies.

17. Electronic Stores.
18. Florist Shops.
19. Fruit Shippers.
20. Gift Shops.
21. Greeting Card Stores.
22. Interior Design Shops, office and display only.
23. Jewelry Stores selling new or previously owned merchandise.
24. Leather Goods and Luggage Shops.
25. Linen Shops
26. Medical Offices.
27. Messenger Service.
28. Music Stores.
29. Newsstands.
30. Nite Clubs.
31. Optical Stores.
32. Photography Stores and Studios.
33. Picture Framing Shops.
34. Pottery Shops.
35. Printing and Developing Establishments.
36. Professional Offices.
37. Radio or television broadcasting station, studio, and office, but not sending or receiving towers.
38. Restaurants in which the roofed-in floor area of the room or portion of the building

wherein food is served to guests is not less than 400 square feet with not less than 75 per cent of the total of such roofed-in floor area being utilized for the seating of guests at tables or booths. The ratio of the number of seats at tables and booths to the number of seats at counters shall be not less than three to one, and the total number of seats shall not exceed the ratio of ten (10) square feet of such roofed-in area to one guest. Toilet facilities shall be so arranged as to provide the public direct accessibility thereto from within such roofed-in floor area, provided however, that the foregoing requirements shall not be applicable if the preparation and serving of food or beverages is a customary incident to the uses or businesses permitted in or by this Section. Such restaurants and cafes having sidewalk cafes may also sell finished pastry products such as donuts, danishes, and coffee on a carry out basis.

39. Shoe Stores.
40. Sporting Goods Store.
41. Tailor Shops.
42. Taxi-Cab Offices.
43. Telephone exchange or telegraph service station.
44. Theatre and Cinema.
45. Ticket Office.
46. Tobacco Shop.
47. Travel Bureau.

48. Outside walk-up window service (no outside stools, chairs, or tables), in connection with establishments where the principal use is selling food and drink products.
49. a. The following uses shall be permitted throughout the District with the exception of properties abutting Lincoln Road between Alton Road and the Atlantic Ocean where such uses shall only be located above the first floor level.
1. Clubs, private.
 2. Dance or music school, modeling school, or athletic instruction.
 3. Health studio or club, reducing salon, and massage parlor.
 4. Hotel, apartment, apartment hotel. Entrances and lobbies shall be permitted on the first floor level provided that commercial uses front on Lincoln Road. Access to the lobby shall be permitted from Lincoln Road.
 5. Medical or dental clinic.
 6. Offices, business and professional.
- b. The following uses shall not be permitted on properties fronting on Lincoln Road from Alton

Road to the Atlantic Ocean.

1. Religious institutions.
2. Stores selling staple foodstuffs, household supplies, meats, produce, and dairy products.
3. Drug stores selling pharmaceuticals and medical supplies.

15. The following uses may be permitted as a Conditional Use:

- a. Personal service uses such as postal station, theatre ticket outlet, artists studios, book stores, music stores, florists, gift shops, greeting card store, fruit shippers selling prepackaged gift boxes and newsstands when associated with an existing store on Lincoln Road Mall may be located in the public right-of-way within a distance not to exceed 400 feet from such store for the sale of goods and services customarily associated with an existing permitted store. Such uses shall be subject to review and approval by the Planning Board. Such uses will not constitute or create unreasonable obstructions to the prior and paramount right of the public for passage upon the public ways.

A suitable and appropriate plan or sketch showing the location of

the proposed use in relationship to the main use required hereby, shall be submitted to the Planning Board for approval prior to the issuance of any revocable permit granted by the City Commission. In instances where the location of said personal service use extends into the right-of-way of another property owner, the owner of the proposed use shall be responsible for securing a lease agreement with the affected property owner prior to the execution of a revocable permit by the City Commission.

- b. Public and governmental buildings and uses.
- c. Publicly owned and operated recreational facility, playground, playfield, park and beach.
- d. Public utilities or public service uses, structures and appurtenances.
- e. Sidewalk cafes, when associated with an existing restaurant on Lincoln Road Mall, may be located in the public right-of-way within a distance not to exceed 400 feet from such restaurant subject to prior findings and determinations by the Planning Board that such permitted sidewalk cafes will not constitute or create unreasonable obstructions to the prior and paramount right of the public for passage

upon the public way. A suitable and appropriate plan or sketch showing the proposed location of said sidewalk in relationship to the main restaurant or cafe required hereby, and the proposed seating arrangement to be utilized by said sidewalk cafe shall be submitted to the Planning Board and the City Commission for approval prior to the issuance of any revocable permit for such sidewalk cafe. In instances where the location of said sidewalk cafe extends into the right-of-way of another property owner, the owner of the proposed use shall be responsible for securing a lease agreement with the affected property owner prior to the execution of a revocable permit by the City Commission.

f. Uses not listed above which are similar in character to one or more permitted uses, and which would not be inappropriate in this District.

g. Temporary use for a period not to exceed 15 days.

16. Accessory uses for above uses.

C. MINIMUM LOT AREA.

1. Non-residential use: None.
2. Residential use: 7,500 square feet.

D. MINIMUM LOT WIDTH.

1. Non-residential use: None.
 2. Residential use: 50 feet.
- E. MINIMUM YARDS.
1. Non-residential use: 10 feet when abutting a residential district; otherwise none.
 2. Residential Use: As provided in Section 8.
- F. MAXIMUM BUILDING HEIGHT.
None.
- G. MINIMUM FLOOR AREA.
1. Non-residential use: None.
 2. Residential use: Multiple family dwellings shall contain a minimum of ~~400~~ 600 square feet in each dwelling unit.
- H. MAXIMUM FLOOR AREA RATIO.
10.0 plus 2.0 for every 10% of lot area developed and maintained as permanent open space at grade.
- I. MAXIMUM DENSITY.
1. Non-residential Use: None.
 2. Residential Use: 125 units per acre. Hotels and motels shall be permitted to increase their density by 40%. Other Residential structures shall be permitted to increase their density by forty (40) percent provided:
 - a. the proposed building site has a minimum of 150 feet of frontage on Lincoln Road and;
 - b. the required parking for the residential structure is provided over adjacent municipal parking lots through the lease of air

2. 8-5 Mixed Use - Yards, Area and Bulk Requirements.

A. Where more than 25% of the total floor area of any mixed use building in a business district is used for dwelling residential purposes, the height, area and bulk requirements for residential development as described in this Ordinance shall apply, in accordance with as specified in the appropriate Multiple-Family Area District regulations imposed on such business district as described on the Multiple-Family Zoning Area District Map subject to the yard modifications for mixed uses contained elsewhere in this article. However, no minimum yard required for a residential use shall be less than that required for the non-residential use. Where 25% or less of the total floor area of such mixed use building is used for dwelling residential purposes, the building shall be subject to the height, area and bulk requirements applicable to non-residential buildings in the said business district.

B. Where a mixed use building (one containing both residential and non-residential uses) is subject to the height, area and bulk requirements applicable to residential development, a minimum front yard of 10' shall be provided, such area to be developed and maintained as a landscaped area; and a minimum side yard adjacent to a street of 10' shall be provided, such area to be developed and maintained as a landscaped area. Side yard requirements for residential development shall be applied only to the lowest floor (and all floors above it) which contains more than twenty-five (25%) percent of its area used for dwelling residential space (and all floors above it) and side yard requirements for non-residential development shall be those required in the applicable business district.

C. Whenever a lot in a business district abuts upon a public municipally owned off-street parking area, residential rear yard requirements may be reduced by $\frac{1}{2}$, however, a minimum rear yard of 10 feet shall be provided for those areas of in a mixed use building where more than 25% of the total floor area is used for residential development as described herein.

D. Where a mixed use building is located on a corner lot abutting Lincoln Road and where said building has 150 feet of frontage on Lincoln Road, a minimum street side yard of twenty (20) feet shall be provided along that portion of the building adjacent to Lincoln Road and the intersecting Avenue and a minimum interior sideyard setback of fifty (50) feet shall be provided for that portion of the building where more than 25% of the total floor area is used for residential use.

3. 9-1 Parking District Established.

For the purpose of establishing off-street parking requirements, the City of Miami Beach shall be divided into ~~two~~ three districts.

A. PARKING DISTRICT NO. 1 - Parking District No. 1 is that area in the City of Miami Beach, Florida, not included in Parking District No. 2 and Parking District No. 3.

B. PARKING DISTRICT NO. 2 - Parking District No. 2 is that area in the City of Miami Beach, Florida, encompassed by a line drawn as follows:

Commencing at the north side of 44th Street and the east side of Collins Avenue extended as point of beginning; thence run westerly along the north side of 44th Street to the east bank of Indian Creek; thence run northerly along the east bank of Indian Creek to the south side of 63rd Street; thence run easterly along the south side of 63rd Street to the east side of Collins Avenue; thence run northerly along the east side of Collins Avenue to the south side of 69th Street; thence run easterly along the south side of 69th Street extended to the established harbor line in the Atlantic Ocean; thence run southerly along the established harbor line in the Atlantic Ocean to the north side of 44th Street extended; thence run westerly along the north side of 44th Street to the point of beginning.

C. PARKING DISTRICT NO. 3 - Parking District No. 3 is that area in the City of Miami Beach, Florida, commonly known as the Lincoln Road Mall District and corresponding to the C-3 General Business District.

4. 9-2 Off-Street Parking Required.

Except as otherwise provided in this Ordinance, when any building or structure is erected or structurally altered, accessory off-street parking spaces shall be provided for the building, structure, or additional floor area.

C. PARKING DISTRICT NO. 3

The off-street parking required in this District shall be set forth in Parking District No. 1 except as follows:

1. Apartment building and apartment hotel - One (1) space per each dwelling unit regardless of the number of bedrooms. The parking requirement may be satisfied by entering into an agreement with the City to provide for said parking in a municipal parking facility or by providing for offsite parking facilities in accordance with Sub-section 9-3 of this Ordinance.

5. 9-4 Interpretation of Off-Street Parking Requirements.

- E. In all parking districts, whenever a building or use, constructed or established after the effective date of this Ordinance, is changed or enlarged in floor area, number of dwelling or sleeping units, seating capacity or otherwise, to create a requirement for an increase in the number of existing parking spaces, such spaces shall be provided on the basis of the enlargement or change.

However, in the case of an existing establishment operating prior to the adoption of this Zoning Ordinance, the following parking space credit system shall be applied. If the existing establishment is closed and a new establishment of the same or different use is intended to be opened in the existing building with or without renovation, or if an existing use is to be continued and expanded in size, the amount of parking spaces required for the new establishment shall be determined by applying a credit for parking to the new or expanded use based upon the required parking for the existing use provided the following criteria are met:

1. The structure must not have lost its nonconforming status through lapse of time, deterioration of more than fifty (50) percent of the establishment, structural alteration or otherwise.
2. If the original use was granted a parking variance, any conditions attached to that variance must be complied with, if the variance spaces are to be considered.

- F. In Parking District No. 3, whenever a building utilized either wholly or in

part for commercial use is demolished and a new structure is constructed, a parking space credit for new commercial uses may be applied to the replacement building based upon the required parking for the existing commercial uses to be demolished. In no instance shall commercial parking credits be applied to the residential portion of a building.

6. 11-1 General Sign Regulations

E. PENNANTS, BANNERS, STREAMERS. Except as otherwise specifically provided in these regulations, pennants, banners, streamers, and all other fluttering, spinning or similar type signs and advertising devices are prohibited except for national flags and flags of political subdivisions of the United States, and except for flags of bona fide civic, charitable, fraternal, and welfare organizations, and except during nationally recognized holiday periods, pennants, banners, streamers, and other fluttering, spinning, or similar type advertising devices pertaining to said holiday periods may be displayed on a temporary permit basis as provided in paragraph 11-1 D., preceding.

7. 11-2 Zoning District Sign Regulations

E. SIGNS PERMITTED IN THE C-3 AND C-4 DISTRICT.

1. Any sign permitted in an RM-125 District.
2. Flat signs in C-3 with a total aggregate sign area not more than ten (10%) percent and in C-4 with total aggregate sign area not more than twenty (20%) percent of the area of walls fronting on a street, and on one sign with sign area of more than 125 square feet. Illuminated signs inside of show windows and within five feet thereof, shall be included in the computation of aggregate sign area, and in addition, shall be limited to ten (10%) percent of the total glass area of the window in which they are placed.
3. Total aggregate sign area for all signs listed above in this group shall be limited to one hundred and fifty (150) square feet for each fifty (50) feet of street frontage.
4. Temporary, non-illuminated paper or painted signs in windows shall be affixed to the glass only and shall be limited to ten (10%) percent of the total glass area of the window, in which they are placed. All other temporary signs shall be limited to one (1) square foot in area.
5. Directional signs limited in area to four (4) square feet, giving directions to motorists regarding the location of parking areas and access drives shall be permitted as accessory signs and not included in any computation of sign area.

6. Permitted sign area of one accessory flat sign may be increased by ten (10) square feet for each story above the fourth story on which the sign is located and not included in the computation of the total aggregate sign area.
7. One detached identification sign may be erected for accessory personal service use establishments or sidewalk cafes when located on Lincoln Road Mall. The area of said sign shall not exceed two (2) square feet and the sign copy shall be limited to the name of the establishment. The location, color, height, and method of attachment shall be reviewed during the conditional use process as outlined in Section 7-1 of this Ordinance.
8. Banners, pennants, and other waving flags may be erected over public rights-of-way when utilized for promotional activities on Lincoln Road provided said banners, pennants, and other waving flags are approved by the City Commission.

8. 11-2 Zoning District Sign Regulation

E.F. SIGNS PERMITTED IN THE C-3 AND C-4 DISTRICT.

1. Any sign permitted in an RM-125 District.
2. Flat signs in C-3 with a total aggregate sign area not more than ten (10%) and in C-4 with total aggregate sign area not more than twenty (20%), percent of the area of walls fronting on a street, and no one sign with sign area of more than 125 square feet. Illuminated signs inside of show windows and within five feet thereof, shall be included in the computation of aggregate sign area, and in addition, shall be limited to ten (10%) percent of the total glass area of the window in which they are placed.
3. Total aggregate sign area for all signs listed above in this group shall be limited to on hundred and fifty (150) square feet for each fifty (50) feet of street frontage.
4. Temporary, non-illuminated paper or painted signs in windows shall be limited to ten (10%) percent of the total glass area of the window in which they are placed.
5. Directional signs limited in area to four (4) square feet, giving directions to motorists regarding the location of parking areas and access drives shall be permitted as accessory signs and not included in any computation of sign area.
6. Permitted sign area of one accessory flat sign may be

to Floating Land Use

increased by ten (10) square feet for each story above the fourth story on which the sign is located and not included in the computation of the total aggregate sign area.

These provisions apply to all signs, including signs on buildings which are in the process of construction, on the east side of the street between the intersection of the street and the intersection of the street, particularly the intersection of the street and the intersection of the street, and the east side of the street, including the east side of the street.

The sign on the east side of the street, which is a sign on a building, shall be subject to the same rules and regulations as to the sign on a building, and the sign on a building shall be subject to the same rules and regulations as to the sign on a building, and the sign on a building shall be subject to the same rules and regulations as to the sign on a building.

The sign on the east side of the street, which is a sign on a building, shall be subject to the same rules and regulations as to the sign on a building, and the sign on a building shall be subject to the same rules and regulations as to the sign on a building, and the sign on a building shall be subject to the same rules and regulations as to the sign on a building.

The sign on the east side of the street, which is a sign on a building, shall be subject to the same rules and regulations as to the sign on a building, and the sign on a building shall be subject to the same rules and regulations as to the sign on a building, and the sign on a building shall be subject to the same rules and regulations as to the sign on a building.

III. FACTS AND ISSUES

A. Existing Land Uses

Most cities have one or a few blocks, intersections, and buildings which evolve as the place most citizens consider to be the most active business/retail area. In Miami Beach that area is Lincoln Road, particularly the intersection of Lincoln Road and Washington Avenue, the block of Lincoln Road between Collins Avenue and Washington Avenue, and the two blocks of Lincoln Road including the Mall from Drexel to Washington Avenue.

This image as the most active business/retail area is reinforced in numerous ways. Several of the City's tallest and largest banking, retailing, and professional buildings are located at or near these intersections, the largest parking garages are close to this area, numerous bus lines converge on the area, and the City's Civic Convention Center Complex is in close proximity.

The Lincoln Road-Mall area is generally characterized by high-rise older hotels east of Collins Avenue on the Ocean, a mix of hotels, retail, commercial and office buildings from Collins Avenue to Alton Road and high density residential development west of Alton Road. Lincoln Road-Mall extends eight blocks from Washington Avenue to Alton Road and includes the majority of retail establishments in the area. The City owns large land tracts north of the Mall which are primarily occupied by parking lots and decks. The largest publicly owned tract of land north of Seventeenth Street is the Civic/Convention Center Complex which is occupied by the Convention Center, Theater of the Performing Arts, City Hall, Garden Center/Conservatory, Visitors Convention Authority and parking lots. Three block fronts on the Mall are in single private ownership but otherwise the area is characterized by multiple ownership ranging from two to eleven per block.

The Mall is physically uniform in width, image, landscaping, paving, and average height of buildings for its entire length. Merchant and shopping surveys have shown that there are three distinct functional zones on the length of the road; 1) Lincoln Road Oceanside and Lincoln Mall East form the busiest shopping and business center, 2) Lincoln Mall West is a shopping area more oriented toward a local and

special clientele, and 3) Lincoln Road Bayside is a predominantly high density residential area with some shopping.

Lincoln Road-Mall is a fourteen block commercial retail corridor which stretches from the Atlantic Ocean to Biscayne Bay. The eight blocks from Alton Road to Washington Avenue have been closed to east - west vehicular traffic to form the mall portion of Lincoln Road. The corridor is located between 16th and 17th Streets and is easily accessible from Miami by the MacArthur, Julia Tuttle, and Venetian Causeways. The northern side of Lincoln Road-Mall is bounded by large tracts of municipally-owned land which are currently utilized for metered parking, approximately 3,281 spaces as compared to only 575 private spaces. (These figures indicate off-street parking areas only and do not include 439 metered curb spaces.) A Convention Center hotel and companion facility is planned for construction on City-owned property where the Lincoln Lane East parking deck is located. The Civic and Convention Center Complex is located directly north of 17th Street and provides a large potential market for Lincoln Road-Mall as revitalization of the corridor occurs.

The 100 foot right of way contributes significantly to the overall character of the Mall. The distance from establishments on the north and south sides is substantial, and the heat and lack of shade have been identified as major problems on the Mall. Interestingly enough, however, 50% of customers surveyed on the Mall in 1979 indicated that the open air environment and landscaping was what they liked most about the Mall.

A comparison of existing uses to those in existence in 1979 indicates that apparel establishments continue to be the most prominent uses. Women's clothing stores total approximately 44 (43 in 1979), shoe stores equal 16 (21 in 1979), and men's clothing establishments amount to 24 (19 in 1979). Other categories of significance are gift shops (14), jewelry stores (18), banks (9), restaurants (17), medical services and supplies (5), and camera/electronic stores (13). The latter use has more than doubled in number between 1979 and 1981 increasing from 6 to 13. Medical clinics and orthopedic supply stores have also increased from 5 to 8 in the same time period. The remaining stores have remained fairly constant in number.

A review of the location of uses indicates that residential uses tend to concentrate in Lincoln Road Bayside; retail sales and hotels gravitate toward the east end of the Mall and Lincoln Road Oceanside; and service related activities such as beauty and barber shops, medical services and supplies, tailors, beauty schools, photographers, printing, and framing shops tend to locate on the Mall west of Meridian Avenue. Lincoln Road-Mall, therefore, continues to exhibit a greater level of vibrancy and activity in the eastern segment of the Mall and Lincoln Road Oceanside.

The Canal and surrounding areas contain a variety of uses, including residential, commercial, and industrial. The Canal area is particularly active and is characterized by high-rise buildings and modern architecture.

The 22nd Street District consists primarily of residential and commercial uses. The district is characterized by a mix of building heights and styles, including historic and modern architecture. The district is also characterized by a high density of uses and a vibrant street life.

B. Development Factors

1. 23rd Street

The 23rd Street District which has as its focus Collins Park, encompasses the area from the Ocean on the east to Washington Avenue on the west and from Eighteenth Street on the south to 24th Street and Collins Canal on the north.

The Canal and Convention Center establish distinct neighborhood boundaries on the west and north. The area on the ocean side of Collins Avenue is occupied by high rise hotels and condominiums.

The 23rd Street District consists mostly of older 3 to 5 story hotels and apartments with commercial uses particularly along Collins Avenue. South of the Park are some of the finest examples of art deco hotels in Miami Beach. Many of the hotels operate seasonally and are literally shuttered for the summer. Though many buildings are only moderately run down, the building facilities are generally not competitive with newer hotels.

2. Espanola Way

The Espanola Way District includes the blocks between the Ocean on the east and Meridian Avenue on the west and from Fourteenth Street and Fourteenth Place on the south to Fifteenth Street on the north.

Espanola Way itself is an east-west street with one block of distinguished stucco and tile buildings in a Spanish style. The western blocks of the District between Flamingo Park and Drexel Avenue consist predominantly of older single family and garden apartment residential structures. A mix of hotels, retail and apartments is located in the eastern blocks between Drexel Avenue and Lummus Park.

Espanola Way was built in 1924-25 by N.B.T. Roney for the specific purpose of housing an artistic colony in a Spanish Village atmosphere. Although run down and occupied by uses which generate little activity, the unique architectural character and scale of the street between Washington Avenue and Drexel Avenue make Espanola Way a prime candidate for a specialty shopping and entertainment district. In spite of its present condition, a charming ambience still exists by virtue of the relationship between the Mediterranean style buildings, the small interior courtyards, and the width of the street.

3. Beachfront (Past and Present)

In the past, the Beachfront was a neglected area perceived as the back door to the hotels. Erosion over the years had reduced the Beach to such an extent that, in some areas, the Beach was virtually non-existent at hightide.

The United States Army Corps of Engineers is entering the fourth and final phase of a major beach widening hurricane and erosion control project which is adding between 250-300 feet of beach from Haulover Cut in the north, to Government Cut in the south. This 10.5 mile beachfront renourishment program is anticipated to be completed by mid 1982, at a total estimated cost of between \$55-\$64 million.

In coordination with this Beach Replenishment Program, the City of Miami Beach has recently received State and Federal funding for the development of a linear Beachfront Park. This park project is serving as a nationwide example of how to utilize beach restoration and park rehabilitation funds within the context of intergovernmental coordination and cooperation. This program reflects the conclusions of the federal "National Urban and Recreational Study" that beach activities are a critical resource of the South Florida urbanized region.

Phase I of the park development is currently scheduled to be constructed from 46th Street to 21st Street, and efforts are being made to extend this initial phase to Lincoln Road. Over \$3 million has already been dedicated for first phase construction of the Beachfront Park. The Beachfront Park System is conceived as a 50 foot wide linear park, incorporating a pedestrian promenade, shelters, and other recreational amenities. This park will be abundantly landscaped, and will ultimately provide a connection between a full range of public park and cultural facilities in the City of Miami Beach.

Funds have also been allocated for the opening of public right-of-way for pedestrians and vehicles to facilitate improved city-to-beachfront access. Currently, the City of Miami Beach is preparing plans for park development

on the approach to the beach at the eastern end of Lincoln Road; this critical project will provide a convenient and direct pedestrian linkage for tourists and visitors between Lincoln Road and the City's Beachfront.

The South Beach Masterplan project includes approximately 275 acres in the vicinity of Lincoln Road and the City of Miami Beach. The State of Florida Supreme Court recently approved the issuance of 250 million in bonds for the improvement of the South Beach District. The South Beach Plan anticipates the construction of a total development, comprising an estimated development, approximately 3,300 units, 1,100 residential units, including condominiums, hotels, and other structures, 100,000 square feet of retail and entertainment space, 12,000 square feet of office space, and a school with approximately 750 seats and day care. South Beach will contain an estimated total of approximately 100,000 square feet of office space, 100,000 square feet of retail and entertainment space, 12,000 square feet of office space, and a school with approximately 750 seats and day care. South Beach will contain an estimated total of approximately 100,000 square feet of office space, 100,000 square feet of retail and entertainment space, 12,000 square feet of office space, and a school with approximately 750 seats and day care. South Beach will contain an estimated total of approximately 100,000 square feet of office space, 100,000 square feet of retail and entertainment space, 12,000 square feet of office space, and a school with approximately 750 seats and day care.

4. South Shore Redevelopment

The South Shore Redevelopment project occupies approximately 250 acres in the extreme southern sector of the City of Miami Beach. The State of Florida Supreme Court recently approved the issuance of \$300 million in bonds for redevelopment of the South Beach district. The South Shore Plan anticipates the creation of a "total environment", incorporating at its maximum development, approximately 4,350 hotel rooms, 2,600 residential units (including displacement housing for those dislocated), 470,000 square feet of retail and entertainment uses, 62,500 square feet of office space, and a marina with approximately 840 wet and dry berths. South Shore will contain an internal canal network, a system of waterways which will perform an access, recreational, and aesthetic function. Public parks and walkways will be constructed on canal banks, providing pedestrian access and recreational amenities for residents and visitors alike.

5. Collins Park

Collins Park located on Collins Avenue between 21st and 22nd Streets presently consists of two areas separated by Collins Avenue. A landscaped public parking lot and public beach are located to the east of Collins Avenue and the Bass Art Museum and public library are located to the west of Collins Avenue. The total acreage of the park includes 11.85 acres including .46 acre of beach. The west and south sides of the park are bordered by the small, older hotels while the north side contains a mix of restaurants, theaters, burlesque parlors and vacant lots.

6. Planned Unit Development District (PUD)

This residential area between Collins Canal and Seventeenth Street is a residential area composed primarily of single family buildings. It is one of the last remaining residential "pockets" south of Dade Boulevard and the subject of significant controversy.

The area is bounded to the north by Collins Canal, to the south by Seventeenth Street, to the east by Collins Canal, and to the west by Collins Canal. The area is bounded to the north by Collins Canal, to the south by Seventeenth Street, to the east by Collins Canal, and to the west by Collins Canal.

The implementation of the Collins Canal and Seventeenth Street PUD and the implementation of its various requirements are dependent upon the public and private sectors.

a. Community Center

The Miami Beach Community Center is an 11-story building consisting of ten levels, including the ground level and the first eight floors, which will be a "community" building with various facilities, including a library, a meeting room, and a multi-purpose room. The building will be 115,000 square feet, including an 800-car parking lot and a parking garage with 12,000 spaces. The building will be a multi-story building with a maximum of 11.000 square feet, including the ground level, the first eight floors, and the parking garage. The building will be a multi-story building with a maximum of 11.000 square feet, including the ground level, the first eight floors, and the parking garage. The building will be a multi-story building with a maximum of 11.000 square feet, including the ground level, the first eight floors, and the parking garage.

7. Civic and Convention Center Complex

The Master Plan for the Civic and Convention Center complex is the product of extensive efforts to incorporate the City's development policies into a comprehensive plan that will guide the creation of the unique environment to be built around the original Miami Beach Convention Hall. The new complex has been planned to serve various interrelated functions, and now houses municipal government, cultural events, and entertainment activities as well as conventions and exhibitions. Thus the complex is to have sufficient diversity and flexibility to support the Convention Center, and is to provide a link between the Convention Center and the Lincoln Road business and commercial district.

The implementation of the Civic and Convention Center Master Plan and fulfillment of its objectives require the cooperative efforts of both the public and private sectors.

a. Convention Center

The Miami Beach Convention Center is an all-purpose facility consisting of two flexible convention halls (the South Hall and the North Hall) unified by a "wraparound" expansion which provided new entrances, twin lobbies, meeting rooms and related facilities. The South Hall has 108,000 square feet, providing for 600 exhibit booths and a maximum seating capacity of 12,000. The North Hall is somewhat larger in size (130,500 square feet) and can accommodate more than 800 exhibit booths and a maximum of 16,000 seats. Nearly three dozen meeting rooms, seating from 60 to 2,500 persons, are located within both halls. With the 250,000 square foot wraparound extension constructed in 1974, the Convention Center has a composite area of 640,000 square feet which makes it the largest such facility in the South. Considered one of the busiest convention and trade show sites in the country, the Miami Beach Convention Center has successfully hosted numerous national convention and regional events.

The impact this very large building has on the Lincoln Road District is highly variable. During conventions and shows thousands of people are attracted to the vicinity and the parking lots are full. Between events, however, the area represents 10-15 acres of empty asphalt and concrete near the heart of the City.

b. Theater of the Performing Arts

This facility, which opened its doors in 1976, is a major focus of cultural events in Dade County. The complete rehabilitation of the City's former Auditorium provided the community with this 3,000 seat theater which is particularly suited to the most exacting musical and theatrical productions.

c. City Hall

This four-story structure housing most of the departments of municipal government was completed in 1976. The general design and the distribution of activities within the building reflect the goals of the Civic and Convention Center Master Plan and are consistent with its guidelines.

d. Proposed Convention Center Hotel

The selected site for the proposed Convention Center Hotel is located in the southeastern corner of the Miami Beach Civic and Convention Center complex. It covers an area of approximately two city blocks (231,000 square feet) along the southern side of 17th Street between Washington and Pennsylvania Avenues and is designated for a hotel and parking by the approved Civic and Convention Center Master Plan prepared by the firm of Beyer Blinder Belle in 1974, and updated in 1975 and 1976. Proposals for developing this site are scheduled to be received on September 15th of this year.

e. Lincoln Lane West Garage

This 1,418 space garage facility was completed in 1975, consists of five parking levels, and adjoins the Convention Center Hotel development site on the west.

f. Garden Center/Conservatory

The Garden Center/Conservatory, located in the Civic Convention Center Complex at 19th Street and Convention Center Drive, encompasses approximately 4.13 acres. The facilities offered at the present time include a small auditorium, offices, and a 7,000 square foot greenhouse/conservatory. The buildings are attractively landscaped and well maintained. As a result of the recent adoption of a master plan for this site, work should begin shortly on a \$300,000 renovation and expansion program.

g. Proposed Botanical Tropical Garden

The Tropical Botanical Garden is proposed for a linear site extending north from City Hall to Dade Boulevard, the northern boundary of the Civic and Convention Center Complex. The Tropical Garden will be integrated with the existing City of Miami Beach Garden Center. Together, these facilities will contain extensive horticultural displays, meandering walkways, a series of tropical lagoons, waterways, and waterfalls, providing an unexcelled recreational and aesthetic amenity for the City and its visitors. Outdoor food/beverage facilities, in the form of al fresco cafes, as well as exhibition space for artists displays, etc. will be incorporated within the garden complex.

h. Proposed Elevated Walkways System

The creation of a convenient and attractive access between the Civic Convention Center Complex and the Mall has a high priority in the

Master Plan for the Civic and Convention Center complex. This system will interconnect all the major activities of the complex, and also provide a tie with Lincoln Road-Mall. It will offer a convenient covered access to all areas of the site, while freeing the pedestrian from on-grade street crossings.

8. Miami Beach Architectural District

Designated on the National Register of Historic Places in May, 1979, this area includes Lincoln Road Mall from Lenox Court to the Atlantic Ocean. This district encompasses approximately one square mile, bounded by the Atlantic Ocean on the east, 23rd Street, Dade Boulevard, Washington Avenue and Lincoln Lane on the north, Lenox Court on the west, and 6th Street on the south. It has a large concentration of 1920's and 1930's resort architecture in the vernacular Spanish Mediterranean and Art Deco styles.

Commonly know and referred to as the "Old Miami Beach" and the "Art Deco District", the Architectural District is a true indication of the past and still remembered beauty of Miami Beach. Current planning efforts have been directed toward preserving this unique area and, also, interrelating its varied parts with the rest of the City. For example, Lummus Park will be incorporated into the proposed linear Beachfront Park and Promenade and the rehabilitated Washington Avenue Corridor will serve as a tie between the South Shore Redevelopment Area and the Civic and Convention Center complex. The reborn Old Miami Beach will thus integrate the City's early historic significance with the new developments and in so doing will contribute materially to the creation of the New Miami Beach.

9. Revitalization of the Washington Avenue Corridor

This multi-phased program for public and private improvements represents a major effort to revitalize one of the City's commercial corridors. The Plan is designed to promote rehabilitation of existing stores and the development of new facilities which cater to both residents and tourists alike. At the present time, work is underway on \$2.5 million in street improvements between 6th and 11th Streets and 16th Street and Lincoln Road.

C. Economic Assumptions

The development strategy of the Revitalization Plan is predicated upon favorable regional and economic trends in Dade County and Miami Beach.

In the Economic Research Associates study, development potential for a specific use was determined by the general economic condition in the region together with the particular characteristics of the site in question. Economics Research Associates data for the region indicate that the Miami Beach population will continue to grow at about the present rate of 1.3%, that median family income household size, employment and tourism provide the following support for development during the period through 1985.

- a. Growth in Miami Beach is expected to be moderate and steady, with a continuation of diversified and high quality development activities and sources of today's leading markets.
- b. Good access from Miami Beach to major highways, air transportation and business facilities.
- c. Miami Beach is predicted to major employment centers, an estimated 100,000 persons are expected to be employed in the area by 1985, which includes an additional 11,000 employees working in a secondary area of 15-25 miles around it.
- d. As rates of increasing from existing level of employment, services (operating, retail, and unorganized) demand for Miami Beach will increase.

Miami Beach has shown historically a population of the Dade County... support of approximately 1 percent... a... 1.3 percent of the Dade... 1.3 percent... The... is an... Office...

1. Housing

Based upon existing population projections, Miami Beach is estimated to increase by 8,200 residents between 1978 and 1985, for a total of 3,815 households. Allowing for normal vacancy and demolition activity, total housing demand over the seven year period is estimated at 4,385 units, for an annual absorption of 625 units; based on historical experience, 610 units are estimated to be in multi-family structures.

Housing demand based upon population projection identified above reflects a moderate course of action/effort by developers/investors and the City of Miami Beach; a potential for greater penetration of the Dade housing market appears to exist, based upon the following:

- a. Property on Miami Beach is desirable; what has become undesirable is the deterioration of structures and their ability to accommodate lifestyles and desires of today's housing market.
- b. Easy access from Miami Beach is available to the mainland, major regional highway systems, air transportation and business centers.
- c. Miami Beach is proximate to major employment centers; an estimated 100,000 persons are employed within a primary area, (less than thirty minute commute) with an additional 31,000 employees working in a secondary area (30-45 minute commute).
- d. As costs of commuting from outlying areas to employment centers rise (operating costs, time and congestion), demand for close-in housing will increase.

Miami Beach has shown historically, a penetration of the Dade multi-family market of approximately 9 percent; based upon previous observations, a penetration rate of 12-15 percent of the Dade multi-family market is not unreasonable in future years. This corresponds to an annual City-wide

absorption of 1,200-1,500 units, and is contingent upon the following assumptions:

- * Development of South Beach as planned.
- * Public sector cooperation.
- * Public sector support for infrastructure improvements.
- * Provision of a competitive product.
- * Provision of a diversified product, reaching rental and sales markets, and designed/priced to appeal to a cross section of tastes/abilities to pay.

Within the City-wide absorption of 1,200-1,500 units, South Beach is projected to absorb approximately 435 units per year. The Lincoln Road District absorption should not be expected to exceed 40-50 percent of the remaining market, or approximately 350-475 units per year. The level of absorption, however, is contingent upon the following assumptions.

Development of South Beach as Planned. This is viewed as a major element in the improved image and marketability of the entire city.

Public Cooperation. Housing development of this magnitude will require substantial public sector involvement; necessary legal/administrative actions are assumed to be handled in an expeditious manner.

Public Support for Infrastructure Improvements. Support for the required public improvements such as: access, sewage, utilities, etc., are assumed to be available.

Provision of a Competitive Product. The housing market is a very competitive one. It is assumed that housing units developed on Miami

Beach are of a type that offer sizing, design and architecture, amenities, and recreational opportunities which are competitive with those in other metro areas.

Provision of Diversified Product. The housing market consists of several sub-markets; the absorption of 1,200-1,500 units per year requires the penetration of the rental as well as sales markets, and design/pricing packages which appeal to a cross-section of tastes/abilities to pay.

Development and occupancy of new multi-family housing in the Lincoln Road District introduces additional disposable income into the area economy. Each 100 units of housing represents increased effective buying income of \$1.4 million annually. Based upon average household expenditures by category and estimated capture rates by Lincoln Road-Mall merchants, each 100 units of housing is estimated to generate approximately \$140,000 annually in Lincoln Road-Mall sales.

Based upon average sales performance estimates, this level of sales activity is sufficient to support approximately 955 square feet of retail space on Lincoln Road-Mall.

Assuming an average of approximately 1,000 square feet per housing unit (apartment, condominium), a square foot of retail space may be supported by approximately 105 square feet of housing; this ratio yields an "efficiency factor" of just under 1%.

2. Office

An estimated 11.6 square feet of prime office space was available in Dade County in late 1978. Overall occupancy for Dade County was 93 percent, with space on Miami Beach recorded at 97% occupancy.

Demand for Miami Beach office space will be generated primarily by local, population-serving user groups. High occupancy levels exhibited at the present time (97.1%) for prime space suggests the existence of pent-up demand and an apparent undersupply in the market. Combined, these factors indicate support for approximately 25,000 square feet of prime office space in Miami Beach annually through 1985; the share of this market which can be absorbed within the Lincoln Road District should not be expected to exceed 60%, or approximately 15,000 square feet per year. Development of new office space on Lincoln Road-Mall will have positive spin offs.

The impact upon Lincoln Road District retail sales resulting from prime office development is calculated on the basis of a 10,000 square foot unit of office space. Total employment within a 10,000 square foot office unit is estimated at 50 persons, based on an average of 200 square feet per employee which incorporates a cross-section of office functions. Average sales per employee by expenditure category are expressed in 1979 dollars, and are estimates based upon prior analyses; figures shown represent sales within a walking radius of the office unit. Therefore, total annual sales which have been calculated represent the total impact upon Lincoln Road-Mall sales. As shown, each 10,000 square foot office unit is estimated to yield approximately \$68,000 annually in retail sales. Based upon average retail sales performance per square foot, total retail space supported by the office unit is 430 square feet. Transformed into a more comparable figure, one square feet of office space for an "efficiency factor" of 4%.

TABLE II
RETAIL SALES IMPACT
LINCOLN ROAD COMMERCIAL DISTRICT OFFICE DEVELOPMENT
(per 10,000 square foot office space)

| | <u>Expenditure Category</u> | | | | |
|--|-----------------------------|--------------------------|----------------|------------------------------|----------------------------|
| | <u>Apparel</u> | <u>Personal Care</u> | <u>Tobacco</u> | <u>Food and Beverage</u> | <u>Gifts and Other</u> |
| Total Office Employment | 50 | 50 | 50 | 50 | 50 |
| Average Sales per Employee per year | \$ 350 | \$ 112 | \$ 140 | \$ 665 | \$ 100 |
| Total Annual Sales | \$17,500 | \$5,600 | \$7,000 | \$33,250 | \$5,000 |
| Average Sales per Square Foot ^{1/} | \$ 180 | \$ 120 | \$ 220 | \$ 150 | \$ 150 |
| Total Supportable Retail Sales Space (sq.ft.) | 100 | 45 | 30 | 220 | 35 |

^{1/} Based upon average sales reports by product type.

Source: Economics Research Associates, 1979

3. Convention Center Hotel

Hotel facilities located at the Convention Center will receive support primarily from the convention market. While tourists have been projected to provide 21-27 percent of total occupancy between 1980 and 1990, the convention market has been projected to provide approximately 71% of total occupancy for hotel accommodations located at the Convention Center.

The 1976 Feasibility Study, upon which this projection was made, examined the development of a convention center hotel and companion trade mart. In view of the lack of feasibility for a merchandise trade mart facility at this time, reduced delegate attendance in recent years, and strong competition from recently opened facilities as well as those which are in planning/development stages, the convention and trade mart support for Convention Hotel facilities appears to have been reduced from that projected in 1976 (2,240 rooms by 1980; 2,970 rooms by 1990). As a result, a more limited development program is proposed consisting of an initial facility of 800-1,000 rooms located at the Convention Center.

The provision of first-class lodging adjacent to the Miami Beach Convention Center will create an extremely complimentary package; not only will room support be provided for the hotel, but the marketability of the Convention Center will also be greatly enhanced. Success of the facility, however, will also be dependent upon the level of promotional effort provided by management and City representatives; market support assumes aggressive promotional activities directed to capture conventions and trade shows of all sizes.

The proposed Convention Center Hotel will have a beneficial impact on Lincoln Road-Mall. The development of a convention hotel adjacent to or facing on Lincoln Road-Mall places greater numbers of visitors in close proximity to retail opportunities on Lincoln Road-Mall than there would be otherwise. The impact upon retail sales resulting from increased exposure is indicated in the following table. As shown, total visitor-days during the year

for each block of 100 rooms is estimated at 49,275. Average expenditures per person per day are based upon surveys conducted by the International Association of Convention and Visitor Bureaus.

TABLE III
CONVENTION HOTEL VISITOR-DAYS

| | |
|-----------------------|--------|
| Number of Hotel Rooms | 100 |
| Available Room-Nights | 36,500 |
| Average Occupancy | 75% |
| Occupied Room-Nights | 27,375 |
| Persons per Room | 1.8 |
| Total Visitor-Days | 49,275 |

Source: International Association of Convention and Visitor Bureaus, 1979

Expenditure capture rates for Lincoln Road-Mall are estimates which assume that the supply of restaurant, beverage, and night club facilities will be allowed to respond to demand; capture rates also reflect the nature of the product and competitive environment. As shown in the following table, total retail sales (including restaurant, beverage and night club) on Lincoln Road-Mall resulting from each block of 100 hotel rooms is estimated at \$510,000 annually. Based upon average retail performance per square foot, total retail space on Lincoln Road-Mall supported by 100 hotel rooms is 3,275 square feet. Based on an industry average of 500 square feet per hotel room, one square foot of retail space can be supported by 15 square feet of hotel space, for an "efficiency factor" of 6.7%.

TABLE IV
 RETAIL SALES IMPACT
 CONVENTION HOTEL DEVELOPMENT
 (per 100 rooms)

| | <u>Restaurant/ Beverage</u> ^{1/} | <u>Retail</u> | <u>Night Club/ Lounge</u> |
|---|---|---------------|-------------------------------|
| Total Visitors Days (per year) | 49,275 | 49,275 | 49,275 |
| Average Expenditure per day | \$ 16.41 | \$ 7.16 | \$ 2.29 |
| Total Expenditures | \$808,600 | \$352,800 | \$ 112,800 |
| Estimated Lincoln Road-Mall Capture Rate | 25% - 35% | 60% - 70% | 25% - 35% |
| Total Lincoln Road-Mall Expenditures | \$245,000 | \$230,000 | \$ 35,000 |
| Average Sales per Square Foot ^{2/} | \$ 150 | \$ 170 | \$ 120 |
| Total Supportable Retail Sales Space (sq. ft.) | 1,635 | 1,350 | 290 |

^{1/} Expenditures outside hotel facilities.

^{2/} Based upon average sales reports by product type.

Source: Economic Research Associates, 1979

TABLE IV
 RETAIL SALES IMPACT
 CONVENTION HOTEL DEVELOPMENT
 (per 100 rooms)

| Hotel Class | Hotel | Restaurant Average | Other |
|-------------|-----------|-----------------------|-----------|
| 40,000 | 40,000 | 40,000 | 40,000 |
| \$ 1.10 | \$ 1.10 | \$ 1.10 | \$ 1.10 |
| \$ 11,000 | \$ 11,000 | \$ 11,000 | \$ 11,000 |
| 200 - 300 | 200 - 300 | 200 - 300 | 200 - 300 |
| \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| \$ 120 | \$ 120 | \$ 120 | \$ 120 |
| 200 | 200 | 200 | 200 |

...outside hotel facilities.
 ...average sales reports by General Dept.
 ...Association, 1973

City of Miami Beach

FLORIDA 33139



"VACATIONLAND U. S. A."

OFFICE OF THE CITY MANAGER
HAROLD T. TOAL
CITY MANAGER

L.T.C. # 45-81
CITY HALL
1700 CONVENTION CENTER DRIVE
TELEPHONE: 673-7010

August 13, 1981

TO: Mayor Murray Meyerson and
Members of the City Commission

FROM: ^{HTT} Harold T. Toal
City Manager

SUBJECT: LINCOLN ROAD REVITALIZATION PLAN

For your information and review, attached is a copy of the Lincoln Road Revitalization Plan, prepared by the Economic Development's Planning Division.

HTT:lg
Attachment

cc: Hal Cohen
Frank Cerabone
Shaye Ross
Robert Marquardt
Monte Lee