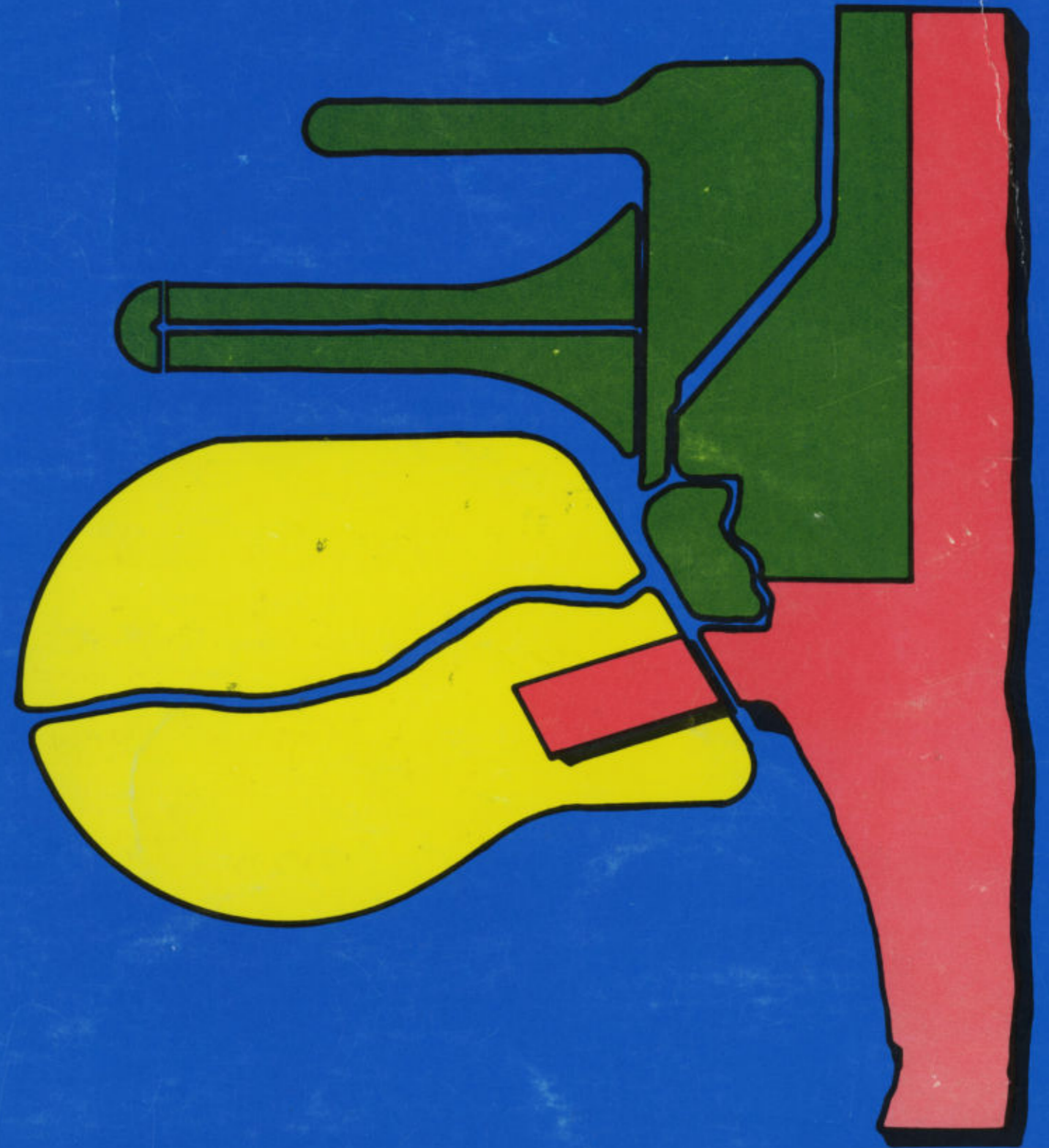


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SOUTH FLORIDA
COLLECTION

PHASE I: A COMMERCIAL REVITALIZATION STRATEGY

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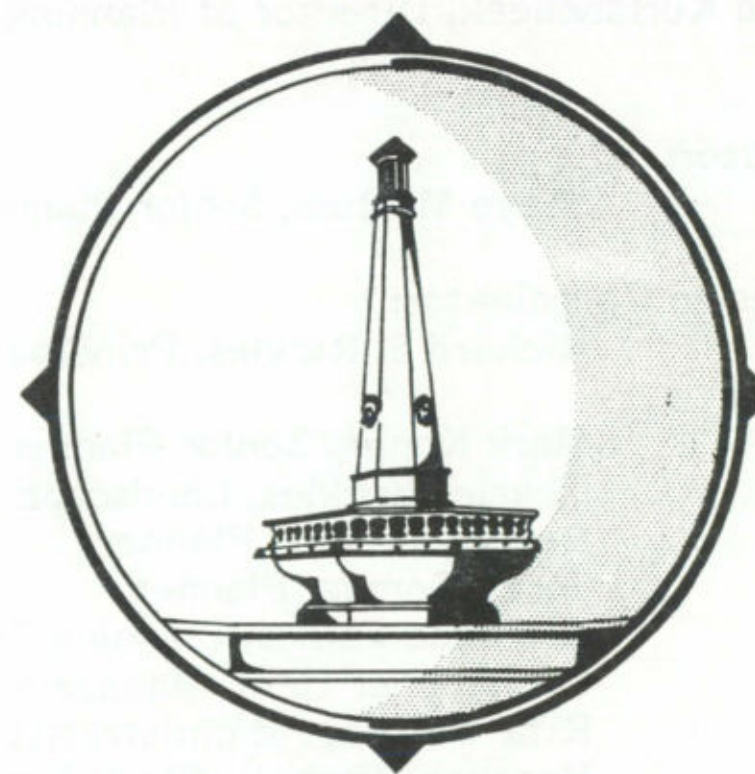
NORTH SHORE COMPREHENSIVE PLAN

PHASE I: A COMMERCIAL REVITALIZATION STRATEGY

Prepared by:

CITY OF MIAMI BEACH DEPARTMENT OF PLANNING

MARCH, 1986



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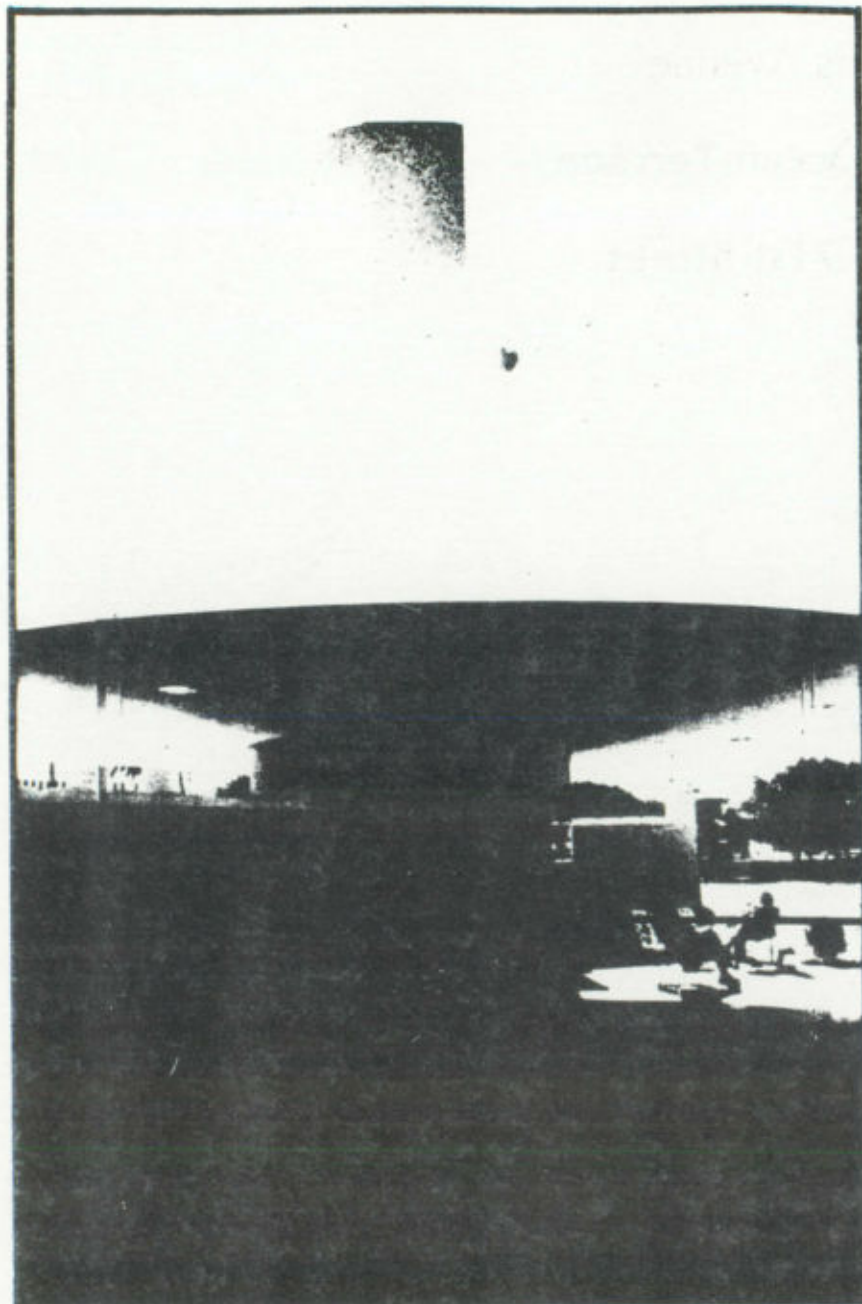
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EXECUTIVE SUMMARY



I. INTRODUCTION

As a result of the community input at the Year 2000 meetings, the Planning Department initiated a revitalization program for the entire area north of 63rd Street. Due to the large size and diverse physical and economic characteristics of the North Shore study area, it was determined that the study should be divided into several phases. After thorough analysis, the commercial corridors of 71st Street, Normandy Drive, and upper Collins Avenue were selected for the first phase. Throughout the Phase I planning effort, valuable input was provided by members of the North Shore Revitalization Task Force, a group of business persons, property owners, residents, and civic activists. Many Task Force recommendations were incorporated in the plan.

II. CHARACTER AND CONDITIONS

A. PHASE I STUDY AREA OVERVIEW

Phase I of the North Shore area encompasses 280 acres of mixed land uses concentrated around the T-shaped commercial corridors of upper Collins Avenue and 71st Street/Normandy Drive. The balance of Normandy Isle and North Shore will be studied in two additional phases.

Although the predominant land use is commercial, there are substantial tracts of publicly owned properties within the district, most notably North

Shore Park and North Shore Open Space Park. Also included in the study is Ocean Terrace, which contains low-rise hotels, a public beach, and direct vehicular access to the ocean. As such, it is similar in many respects to the Lummus Park/Ocean Drive neighborhood in southern Miami Beach.

B. THE COMMERCIAL DISTRICT

The North Shore commercial district contains over 300 separate establishments (approximately 16% of the total commercial establishments in the City), with a vacancy rate of nearly 20%.

Although the potential trade area for North Shore contains significant numbers of upper and middle income consumers, the most frequently heard complaint of neighborhood business persons is that this consumer group has deserted them. One major factor contributing to this loss of clientele is the quality and proximity of competing shopping areas, combined with the declining quality of goods and services in North Shore. Many businesses cater to the dwindling elderly and tourist populations, and as these markets decline, many businesses become less viable.

The overall economic climate in the North Shore commercial district reflects the combination of the changing consumer patterns and the response or lack thereof of the merchants and business community to those changes. The merchants association is just beginning to be organized, but it appears there is a lack of interest or strong motivation of commercial property owners. There is no coordinated advertising/promotion, and no identifiable logo or slogan. Most merchants said they rarely engage in any cooperative activities with other merchants.

With the exception of a small area to the west of the Indian Creek Bridge, the majority of the North Shore commercial appearances are fair to poor. Poor signage and awnings provide the most visible negative effect. A proliferation of unattractive and out of scale rooftop signs are constantly in evidence.

C. VEHICULAR, PEDESTRIAN, AND PARKING CONDITIONS

The two main thoroughfares (Collins Avenue and 71st Street) which define and shape the North Shore area are State roads. These major arterials provide smooth and efficient traffic flow.

For the most part, the commercial sidewalks in North Shore are in fair condition and are not generally in need of replacement.

Both public and private parking lots are well distributed geographically throughout the North Shore area. The majority of merchants surveyed do not feel that they have a serious parking space problem; however, they feel the parking areas are poorly identified and they need better directional and informational signage.

D. ZONING

The North Shore commercial zoning borders the most heavily used transportation corridors. Based upon the large number of vacancies and the available building potential in the commercial corridor, there appears to be an excessive amount of commercially zoned property in the area.

E. UTILITIES

Planned improvements to the water and sewer

systems consist of a series of replacement and renewal of water mains and some lesser improvements to the sanitary sewers. No major improvements to the storm sewers have been programmed.

Street lights on all State roads (Collins/Harding and 71st Street/Normandy) are the responsibility of the State. These are all in good condition. Nearly all of the street lights on City streets in the study area are being replaced next year.

Gas and electric services are provided by Peoples Gas Company and Florida Power & Light Company, respectively. These services are adequate to meet community needs and no significant changes are planned.

F. PUBLIC OPEN SPACE

Both North Shore Park (72nd to 73rd Streets) and the City's largest beachfront park, North Shore Open Space Park, offer major recreational opportunities and significant potential for development opportunities.

Ocean Terrace is a two block strip of 1940's hotels and apartment hotels located between 73rd and 75th Streets on the Ocean, and it is similar in many respects to Ocean Drive in southern Miami Beach. Once catering to tourists and later to elderly seasonal renters, Ocean Terrace is now a transient residential area with younger, less affluent tenants.

The Indian Creek waterway serves as a natural western boundary for the Phase I study area between 63rd Street and 71st Street. Located along the east bank of Indian Creek are several municipally owned properties which can provide additional recreational opportunities for North Shore residents and tourists.

III. REVITALIZATION STRATEGY

A. NORTH SHORE CONCEPT

The overall concept for the North Shore Commercial Revitalization Strategy is the recognition that positive changes must begin to occur in North Shore now, rather than at some undefined date in the future.

B. ECONOMIC ACTION PROGRAM

The need to organize and promote a strong business association and non-profit community development corporation is of immediate priority. The City, through its Planning and Economic Development Departments, can take the lead in developing these two complementary organizations. Also included within the City's assistance program is the provision of marketing expertise to store owners, and aggressive attempts to attract new, viable businesses to occupy vacant North Shore commercial properties. These activities can begin within the next six months if funding is approved.

The second facet of the Economic Action Program to be implemented in October, 1986, is a Business Assistance Loan Program. Initial funding, if approved will come from Community Development Block Grant monies. In its early stages, the loan program will provide low interest loan subsidies to property and/or store owners to enable them to improve their facades in accordance with adopted



design guidelines. If successful, the program can be subsequently expanded to include larger loans for inventory and equipment replacement/expansion and structural rehabilitation. Further, the program funding will hopefully be increased in subsequent years through the creation of a loan pool to be cooperatively managed and operated by North Shore lending institutions.

Economic improvements can also be facilitated by the expansion of the Miami Beach Development Corporation to include activities in North Shore. This organization would function as the implementation arm of the revitalization strategy and would coordinate private development to complement the City's efforts. The corporation would, for example, implement the facade renovation program and provide professional marketing assistance. The benefits to the assistance provided by MBDC include eligibility for additional funding.

C. STREETScape IMPROVEMENTS

The condition of the public right of way within the Phase I study area is generally good. Therefore, recommendations will be more for the enhancement of existing conditions rather than major changes. In general, the streetscape improvements consist of landscaping, street furniture and pedestrian scale lighting. Also recommended are metered parking signage improvements and new street signs to be provided by Dade County.

D. PROPOSED ZONING ORDINANCE AND CITY CODE MODIFICATIONS

Proposed North Shore zoning modifications include the following: 1) Rezone the west side of Collins

Avenue from 75th to 79th Streets to RM-60 or Planned Unit Development; 2) Eliminate C-1 zoning on west side of Collins Avenue south of Publix at 69th Street; 3) Reduce the size of the C-5 district north and south of 71st Street; 4) Rezone Ocean Terrace from RM-60 to permit outdoor cafes, restaurants, specialty shops, and offices; 5) Reduce RM-100 zoning south of 71st Street; 6) Create a mixed use, low-medium density office, waterfront entertainment district along Indian Creek. A public promenade extending from 63rd Street to 71st Street should be incorporated as part of each development. In order to encourage this public amenity, the zoning should include incentives in terms of parking and permitting commercial uses, such as restaurants and offices; 7) establish a parking impact fee; 8) Place North Shore under the purview of the Design Review Board. In addition, it is recommended that the City Code be modified to require the removal of all rooftop signs, unless they are public service signs or structural elements in the overall design of buildings.

E. NORTH SHORE PARK

Parking lot 9 B in North Shore Park is recommended to be developed as a mixed use office/commercial project, resulting in a substantial number of new employees in North Shore. The project is intended to function primarily as an office building, with a retail component to be located at the ground level and to be limited to large scale enterprises such as an anchor department store or large supermarket. Structured municipal parking would be provided on-site.

In order to complement the active recreational nature of North Shore Park, it is recommended that a sporting goods/concession area be established. This would function as a series of small retail concessions, including one with retail sales of tennis wear and equipment, basketball equipment, jogging attire, toys

and play equipment, a tennis pro office, food and drink concessions and a sports medicine clinic.

F. NORTH SHORE OPEN SPACE PARK AND CITY OWNED LOTS-WEST SIDE COLLINS

North Shore Open Space Park suffers from dense overgrowth and lack of identity. Immediate judicious pruning is necessary to provide some visual access to the beach and to improve police surveillance. Signage and renaming of the park are also necessary to provide identity. The renaming of the park could be developed as a contest, a major publicity effort jointly run by the City and the North Shore Business Association.

The redesign of North Shore Open Space Park will also include repair and replacement of some of the boardwalks and relocation of uses from North Shore Park to provide a more active recreational area. These could include the shuffleboard courts, playgrounds, volleyball, basketball, and bicycle paths, among others.

The State's future acquisition of the expansion area parcels is in question at the present time due to limited funding, combined with the reluctance of several owners to sell their properties. Thus, three alternatives for the future development of this area are presented. The first alternative envisions the full acquisition and development of the expansion area as a park. The second and third alternatives present the area's future development as privately owned property.

Under alternative #1, the State will acquire the three blocks south of North Shore Open Space Park. A major element of the park development will be the

extension of Ocean Terrace through the expansion area and possibly continuing further north. The extension will provide additional direct vehicular access to the oceanfront and to several of the houses which should be rehabilitated and added onto for use by concessionaires within the newly redeveloped park. For example, a waterfront restaurant/lounge similar to the Sandbar in Key Biscayne or the historic Bryant Homes Restaurant in Fort Lauderdale should be developed. One of the smaller homes can be renovated to provide "A Party Place", an oceanfront location for weddings and private receptions. Another home could function as an artists and crafts center with shops, similar to The Rain Barrel in Islamorada. Finally, one of the smaller, non-oceanfront homes could be provided as a residence for a Miami Beach police officer in return for providing regular off-duty security.

If the expansion area properties cannot be acquired for a park, there will likely be future pressures to rezone this single family area to permit high density development on the oceanfront. Since this is an unacceptable future land use, two private development alternatives are presented. Under alternative #2, the low density configuration would be retained as it presently exists, perhaps to be rezoned to allow townhouse development (RM-14) to occur in this area.

Under alternative #3, the area would be rezoned to a low density mixed use district, with a combination of townhouses and small specialty commercial/retail businesses permitted. These specialty shops and activities could include restaurants, cafes, crafts shops, and other activities outlined in alternative #1. In order to provide additional land area for development, Atlantic Way could be vacated in

return for an easement so that Ocean Terrace could be extended as proposed under the first alternative. Side streets (76th Street through 79th Street) would be retained.

The City presently owns 8½ predominantly vacant blocks on the west side of Collins Avenue, across from the park. The long range recommended use of these properties is for lease or sale to private developers for the construction of mixed use residential and commercial mid-rise development projects. Lease or sale of these parcels would necessitate the relocation of the Log Cabin Plant Nursery and Department of Motor Vehicles. It is recommended that, as these properties are developed, all relocation costs be paid by the developer. The Log Cabin would be relocated to North Shore Open Space Park while the Department of Motor Vehicles would be better suited in the Light Industrial area north of Dade Boulevard from Alton Road to Purdy Avenue.

Since these proposed developments are long range proposals, it is recommended that the properties remain as is, and to be used for beach parking in the interim. This will require a zoning ordinance amendment to allow for temporary, unpaved parking on City owned property.

G. FACADE GUIDELINES AND CASE STUDIES

In order to upgrade the visual appearance of buildings and improve the economic viability of the North Shore commercial areas, the Planning Department is recommending facade, display and signage improvements. To illustrate the types of improvements recommended, three (3) facade studies

have been prepared, each representing a block(s) in a different section of the Phase I study area. Each study shows the existing conditions and how the block would look if the recommendations were implemented.

The model areas include the 900 block of 71st Street, the 7400 block of Collins Avenue, and Ocean Terrace.



IV. IMPLEMENTATION

A. COST ESTIMATES

Realistic expectations and fiscal responsibility have resulted in a proposed public implementation cost of less than \$4,000,000. for the entire Phase I area. The highest single public implementation cost is in the facade improvement program. Once again we must emphasize the objective of this plan which is to strengthen the commercial district. Streetscape improvements are relatively minor in nature, with sidewalk repair, limited landscaping, and street furniture comprising the majority of these activities. Major utility improvements and new streets and sidewalks have not been proposed for the commercial area because they are in good condition.

Cost estimates for long range private development activities are to have not been included in these estimates. These include air rights construction projects and concessions.

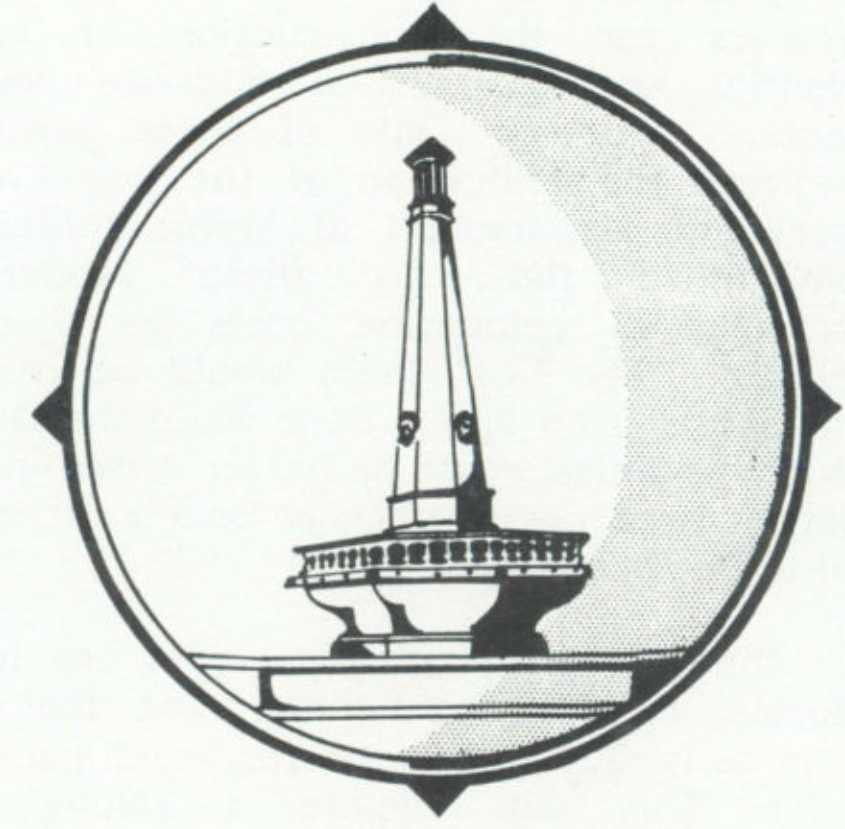
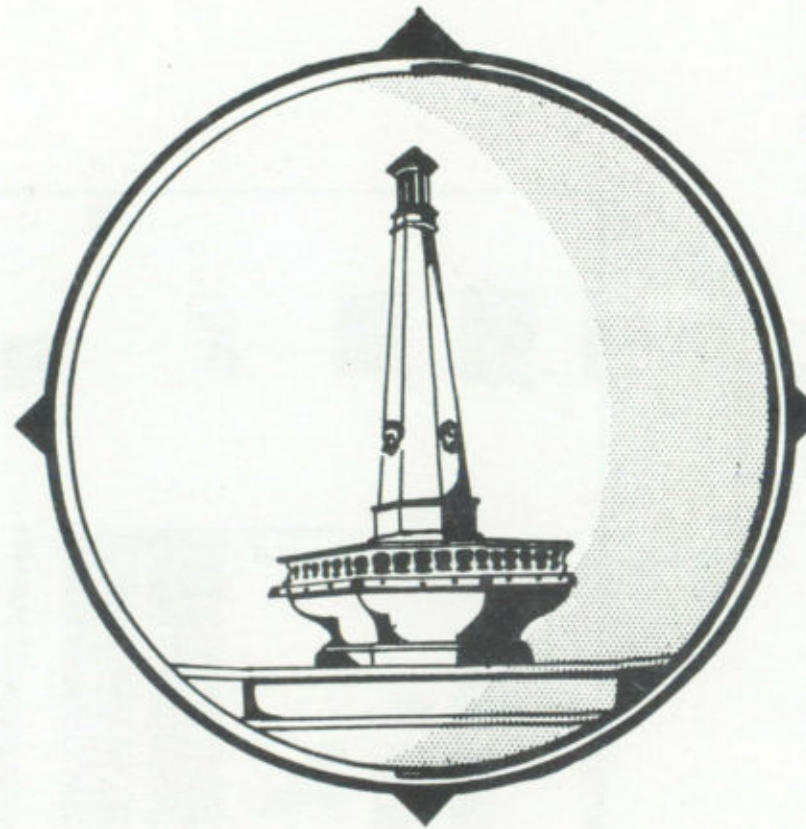
B. TIME SCHEDULE

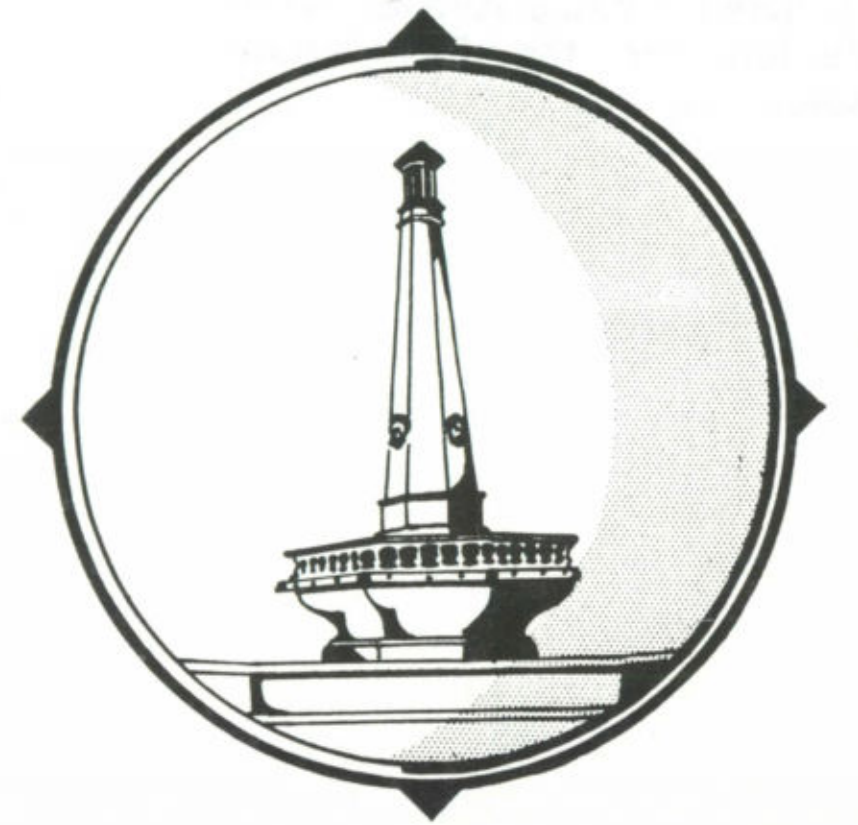
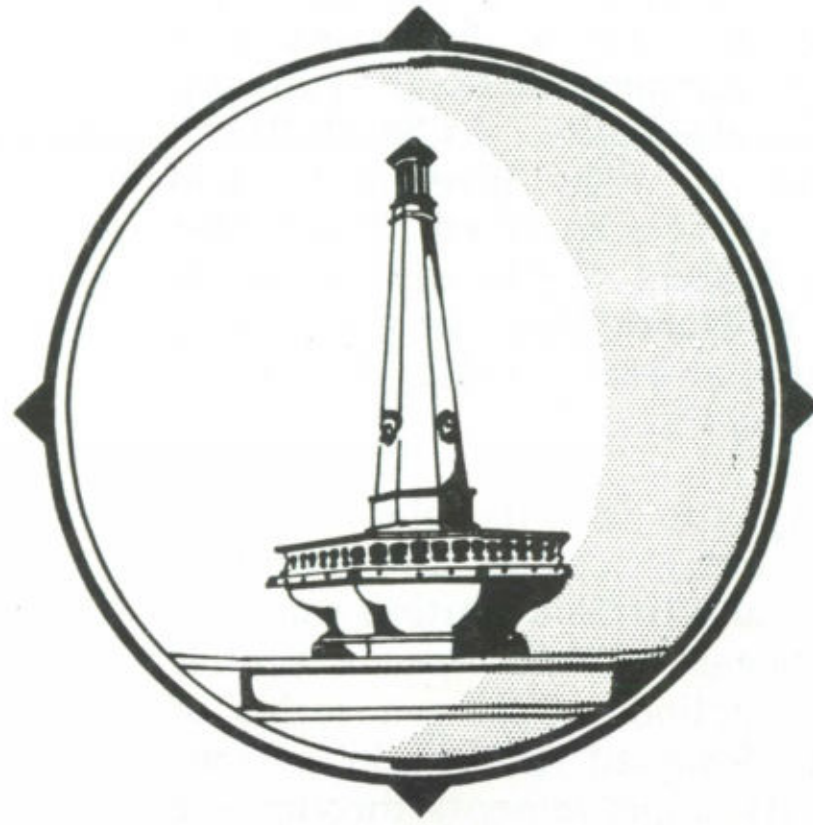
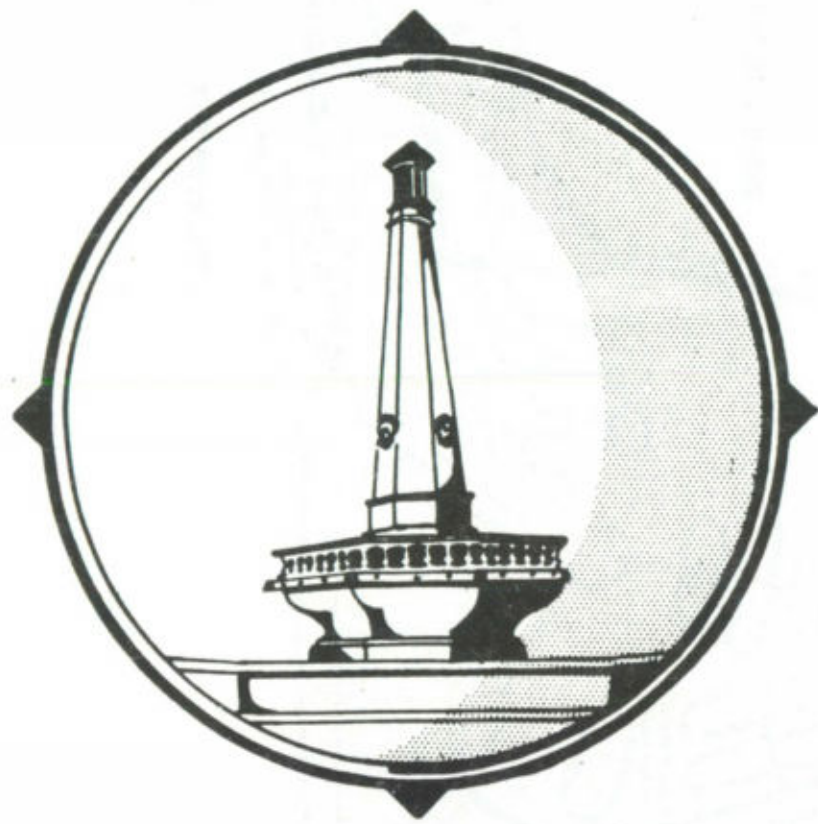
Included in this section are implementation actions, agency responsibilities, and target dates for each activity. Actions range from plan approval in the spring of 1986 to final construction of Phase I projects in 1998.

C. FUNDING SOURCES

This section describes several of the programs and tools to assist the private sector in revitalizing North Shore and to fund the public improvements. Funding sources include Community Development Block Grant monies, revolving loan fund, Urban Development

Action Grants, Industrial Revenue Bonds, special taxation districts, Interim Development Financing, SBA loans, rehabilitation tax credits, Federal, State, and local sources, as well as other programs.





CHAPTER I INTRODUCTION

KEY POINTS

As a result of the community input at the Year 2000 meetings, the Planning Department is developing a revitalization plan for the entire area north of 63rd Street, to be completed in three phases.

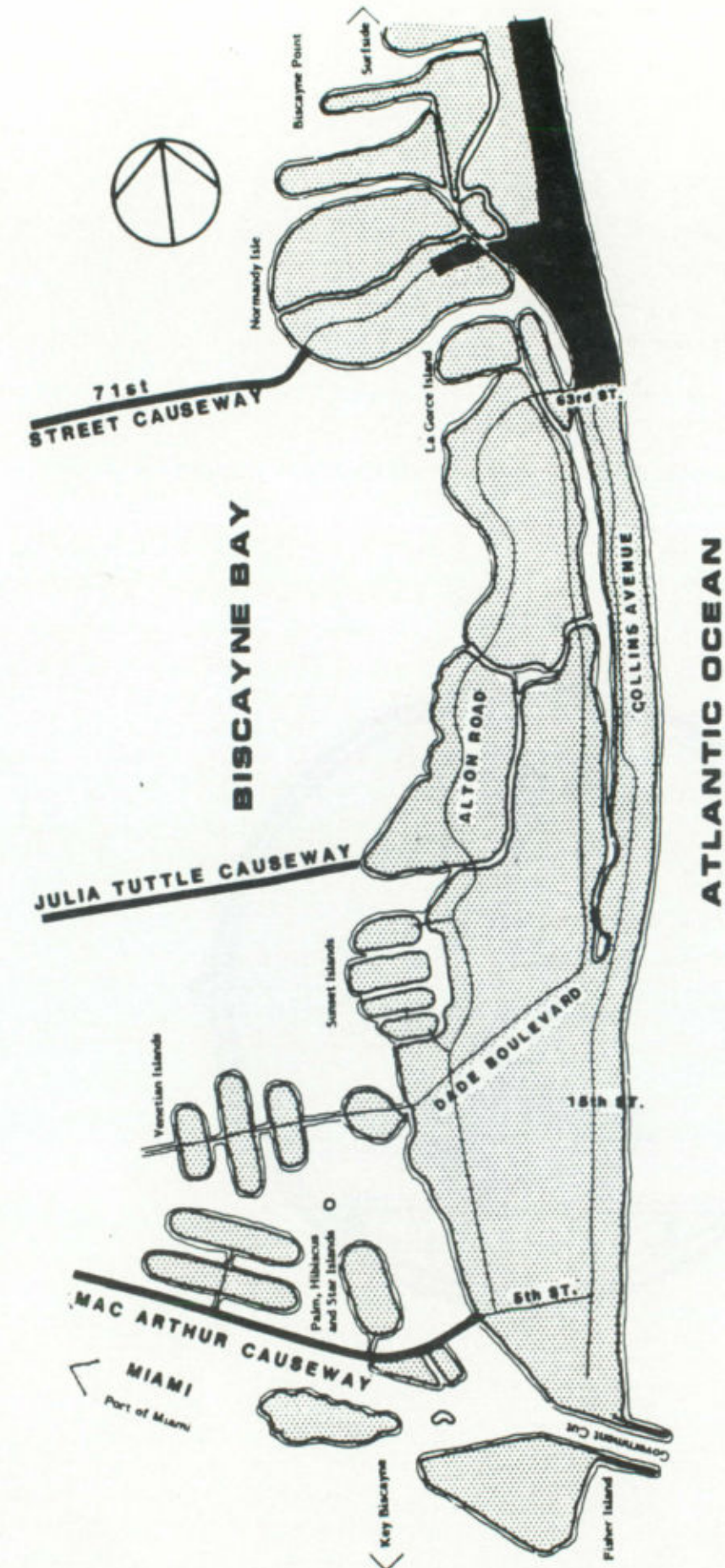
The commercial corridors of 71st Street, Normandy Drive and upper Collins Avenue were selected for the first study phase.

A. THE PURPOSE OF THE PLAN

The northernmost portions of Miami Beach, comprised of the Normandy Isle, North Shore, Biscayne Point, and Stillwater Drive neighborhoods, have undergone significant changes during the past few years. Occupants of the modest apartment buildings in North Shore are younger and poorer. Neighborhood businesses are suffering. To complete the cycle, the more affluent North Shore and Normandy residents having become displeased with the declining quality of commercial establishments, are spending their dollars elsewhere. As South Beach begins to show signs of new investment and gentrification, property owners in North Shore fear that the element that fosters blight and decay on South Beach will move to North Shore neighborhoods thereby accelerating the already visible decline of this middle income community.

In the 1970's the City focused its planning and economic development activities on the southern section of Miami Beach and little attention was paid to North Shore, which began to experience a similar economic and physical decline. During a series of neighborhood meetings designed to obtain citizen recommendations for City improvements through the year 2000, concern over this negative trend surfaced, as merchants and residents realized that their individual problems were shared by their neighbors.

As a result of the community input at the Year 2000 meetings, the Planning Department initiated a revitalization program for the entire area north of 63rd Street. The purpose of this effort is to reverse the decline, encourage new investment and rehabilitation, and improve property values and the overall quality of life.



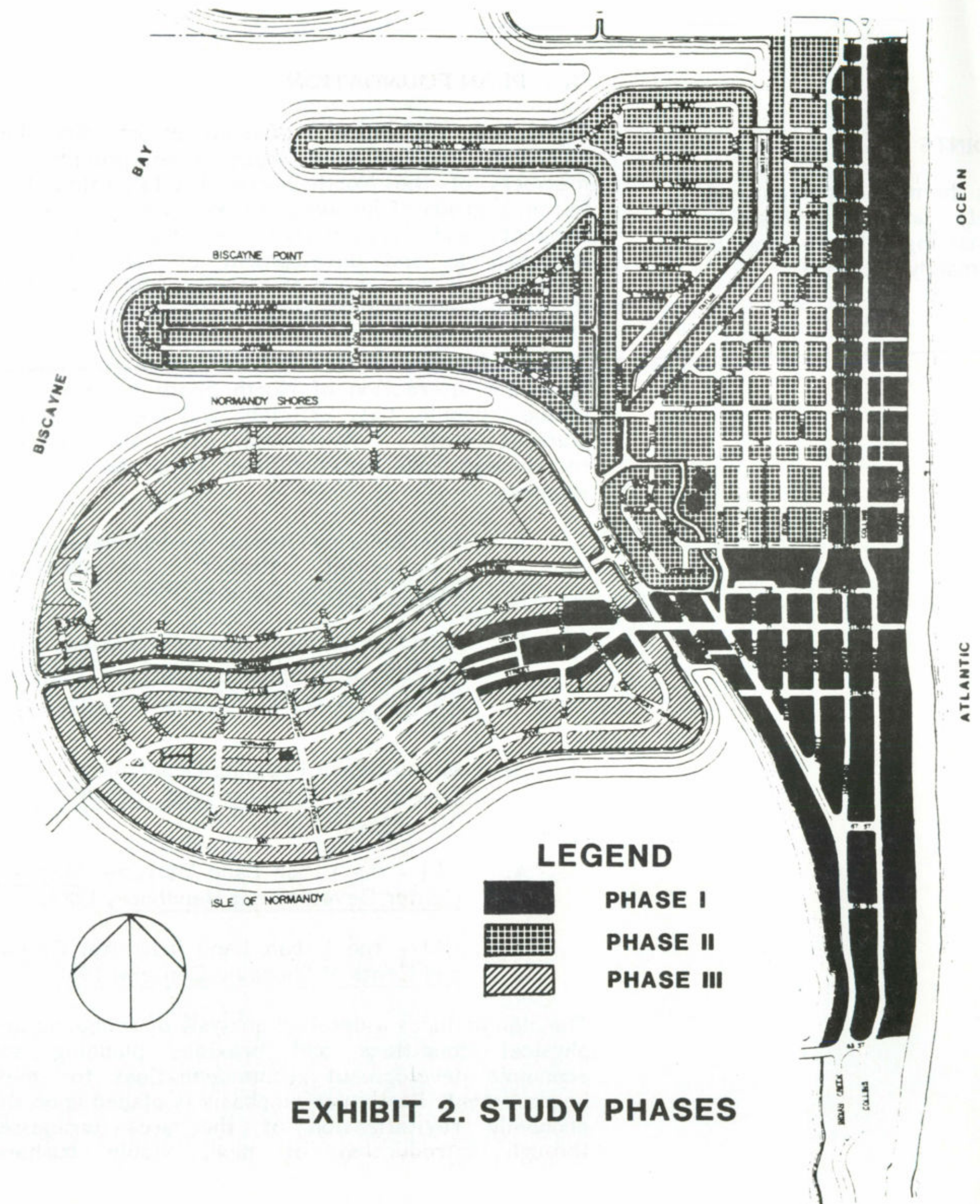
■ - PHASE I STUDY AREA

EXHIBIT 1. GEOGRAPHIC LOCATION

B. THE APPROACH

Due to the large size and diverse physical and economic characteristics of the North Shore study area, it was determined that the district should be divided into several sub-neighborhood studies, to be completed in three phases. This approach will generate short-term improvements which can be implemented quickly, allowing residents and the business community to see actual progress in less time than it would take to complete one massive study of the entire North Shore area.

After thorough analysis, the commercial corridors of 71st Street, Normandy Drive, and upper Collins Avenue were selected for the first study phase of the project. The commercial revitalization study, combined with subsequent plans for the Normandy, North Shore, Biscayne Point, and Stillwater Drive residential neighborhoods, will comprise the North Shore Comprehensive Plan which will be incorporated into the City's Year 2000 Plan and Capital Improvement Program. The boundaries of the three study phases of the Comprehensive Plan are shown in Exhibit 2.



KEY POINTS

Perhaps the most important and relatively unchanged historic site remaining in North Shore is the Normandy Fountain.

C. PLAN FOUNDATION

Throughout the Phase I planning effort, direction, guidance, and valuable input were provided by members of the North Shore Revitalization Task Force, a group of business persons, property owners, residents, and civic activists. Each major step in the approach to and development of the plan was reviewed by this group of citizens, and many Task Force recommendations were incorporated.

The development of this document resulted primarily from the interaction of North Shore residents and business people, City officials, and the professional planning staff. Additional data and valuable recommendations were obtained from the following sources:

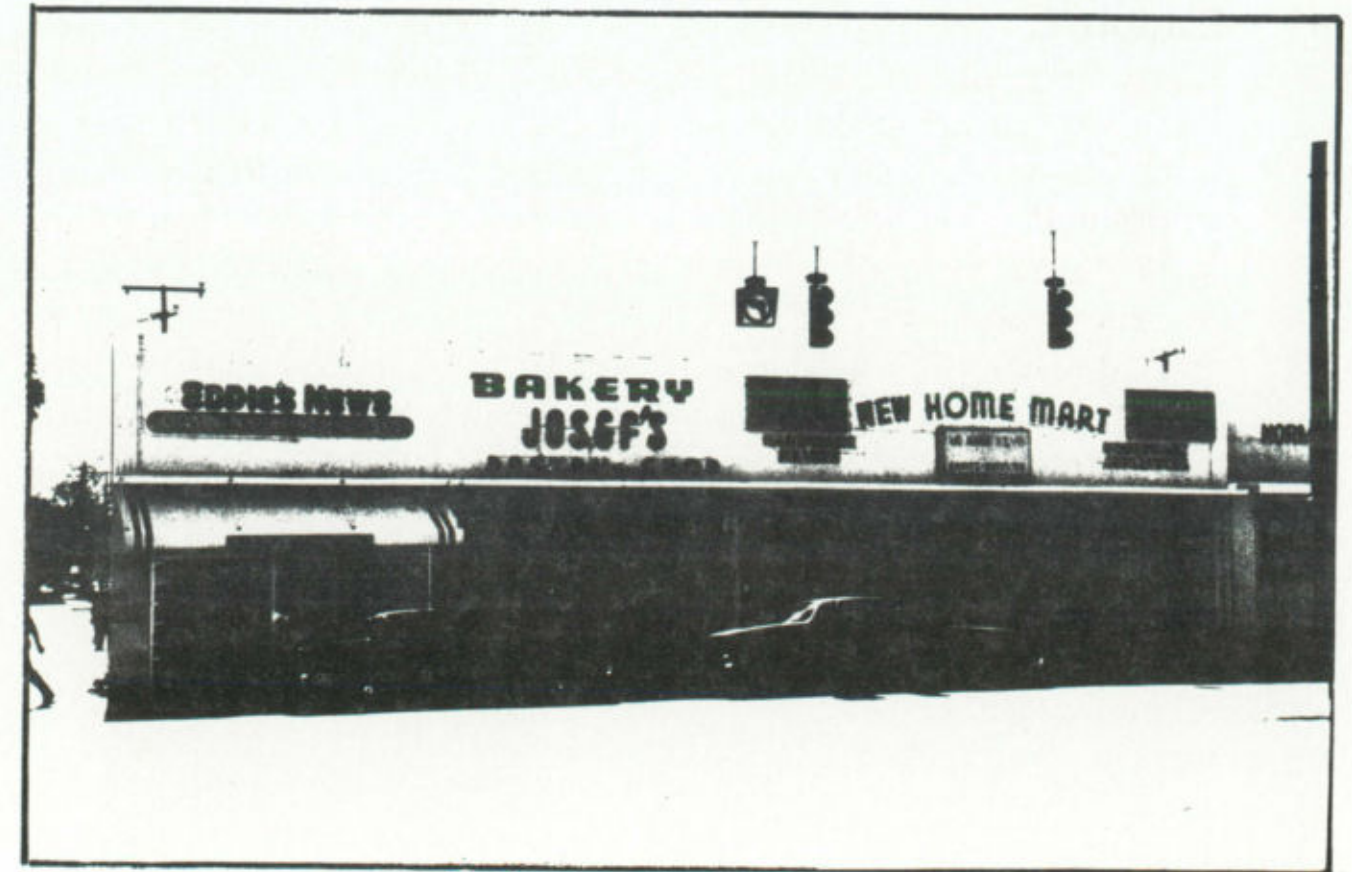
1. InterAmerica Research Associates, Inc., Commercial Market Analysis-Miami Beach, Florida, October, 1984.
2. David Plummer and Associates, Inc., Traffic Circulation and Off-Street Parking Facilities for the City of Miami Beach, 1983.
3. Miami Beach Planning Department, Ocean Drive: A Planning and Urban Design Strategy, October, 1984.
4. ULI - the Urban Land Institute, Shopping Center Development Handbook, 1985.
5. ULI - the Urban Land Institute, Dollars and Cents of Shopping Centers: 1984.

The plan includes a detailed analysis of economic and physical conditions and provides planning and economic development recommendations for their improvement. Particular emphasis is placed upon the economic revitalization of the area businesses through introduction of new, viable business

opportunities and assistance in developing and promoting the 71st Street/Collins Business Association.

The plan also focuses upon the many opportunities for reuse of the substantial amount of City-owned property in the North Shore area, including the North Shore Park and parking lot, North Shore Open Space Park and future expansion areas, and Ocean Terrace.

Integrated with the economic revitalization and public property components of the plan are recommendations for public right of way improvements, commercial facade improvements, potential funding sources, and a time schedule for implementation.

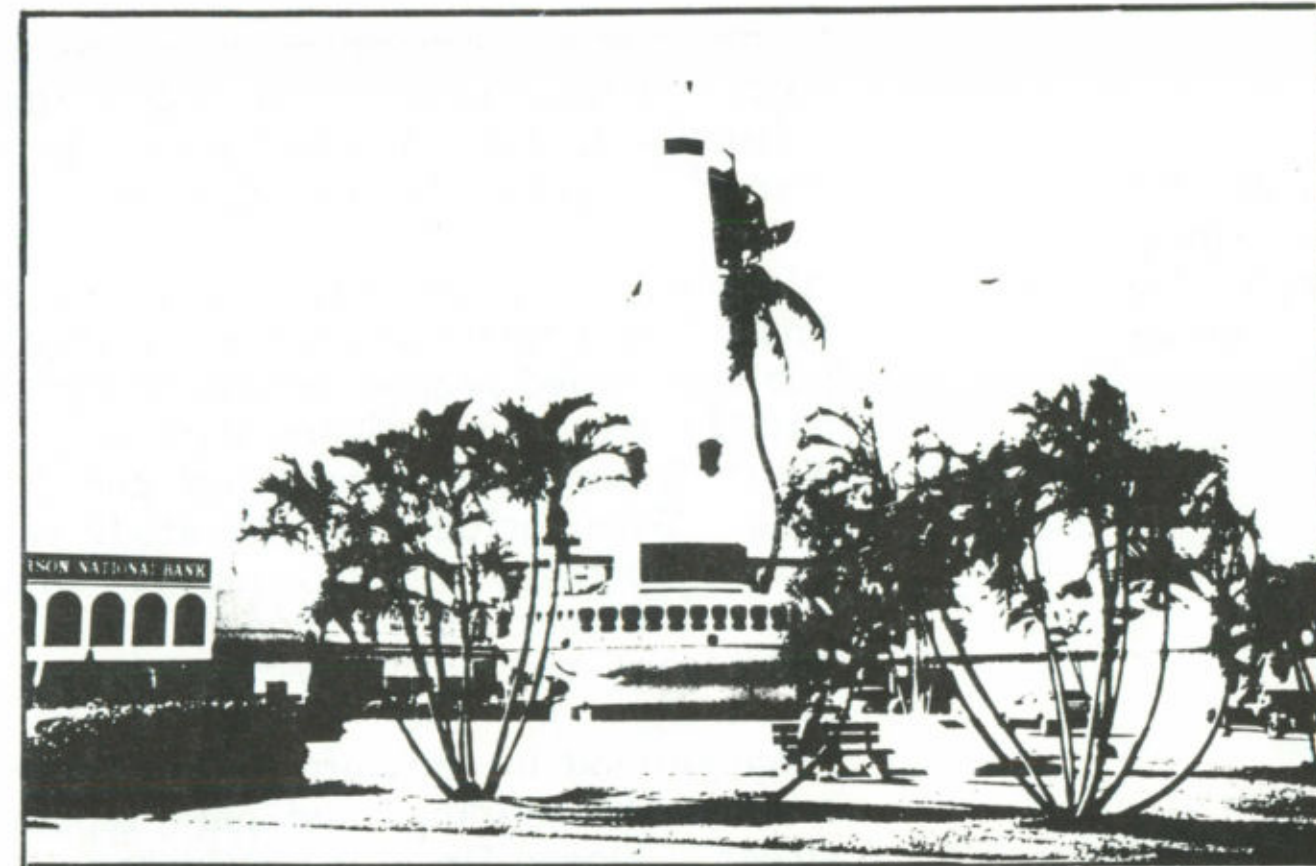


D. HISTORICAL PERSPECTIVE

Historically, the portion of North Shore included in Phase I of the study served as a residential environment for the working and middle classes priced out of the solidly developed central and southern portions of the City. Composed primarily of small, modest, single family homes, the area also included a number of smaller apartment buildings and commercial establishments.

Interestingly, North Shore contains the site of the first recorded structure in Miami Beach, the 1876 Coast Guard House of Refuge, which occupied the present site of the North Shore Community Center. Little additional construction activity occurred in this area until the post World War II boom spread development northward to the City limits. A notable exception, the original Deauville Hotel, built in 1927, stood isolated at the oceanfront for over 20 years. It was replaced by the new Deauville in 1957.

Few buildings of historical significance are left standing in North Shore. Many of the remaining historical structures suffer alterations ranging from slight to those with major structural impact. An archway, a tall arc stretching across ball-topped piers, once spanned 71st Street at Collins Avenue, forming a distinctive entryway and view corridor toward Normandy Isle. It is no longer standing. Perhaps the most important historic site to remain relatively unchanged is the pre-1927 Normandy Fountain. This richly decorated monument pre-dates virtually all construction on the island, and serves an important role as an entrance marker and focal point to Normandy Isle. We have incorporated the monument into the project logo in recognition of this impressive architectural feature and source of pride in the community.



CHAPTER II

CHARACTER AND CONDITIONS

KEY POINTS

Although the predominant land use in North Shore is commercial, there are substantial tracts of publicly owned properties within the district.

North Shore contains over 300 separate business establishments, representing 16% of the total number Citywide.

There is a commercial vacancy rate of approximately 20%.

The most common of the business types in North Shore are restaurants and beauty shops.

A. PHASE I STUDY AREA OVERVIEW

Phase I of the North Shore area encompasses 280 acres of mixed land uses concentrated around the T-shaped commercial corridors of upper Collins Avenue and 71st Street/Normandy Drive. (In comparison, South Pointe, otherwise known as south beach or south shore, which has been the subject of considerable planning efforts for the past ten years, comprises approximately 250 acres).

Although the predominant land use in North Shore Phase I is commercial, there are substantial tracts of publicly owned properties within the district. Most notably are North Shore Park and parking lot and North Shore Open Space Park and future expansion area. Also included in the study is the two block Ocean Terrace, a collection of dilapidated 1940's hotels and apartments. Ocean Terrace, which faces a beachfront park with direct public access, is similar in design to the Lummus Park/Ocean Drive neighborhood in southern Miami Beach, in terms of small scale buildings and park separated by a City street. Ocean Drive is now undergoing a significant public and private revitalization. The remaining portions of the study area, primarily along Indian Creek and Collins Avenue, contain a mixture of mid to high-rise apartments and condominiums.

The North Shore area is not notable in terms of architecture, although there are several examples of 1930's Art Deco and Mediterranean buildings scattered throughout. Nor is the neighborhood notable in terms of design. The commercial district lacks cohesiveness and identification, there are no unifying elements or major points of attraction. Even the City owned properties suffer from this lack of definity. North Shore Open Space Park is densely overgrown, thus blocking views of the oceanfront

from Collins Avenue. In addition the Park contains large tracts of underutilized open space.

A major objective of this study is to reverse this situation and to promote and enhance the many opportunities for physical and economic improvement in the area.

B. THE COMMERCIAL DISTRICT

I. Land Use

The North Shore commercial district consists of three distinctly different areas, one from 67th to 74th Streets on Collins Avenue, the second stretching from Collins Avenue to Indian Creek along 71st Street, and the third from Indian Creek to Rue Notre Dame along the 71st Street/Normandy Drive corridor.

The Collins Avenue shopping district contains a large number of vacancies. Indicative of the demographic changes in South Florida, there are a large number of Spanish named businesses. It also includes a large concentration of businesses which cater to a dwindling tourist clientele, such as travel and car rental agencies, beauty parlors, and souvenir shops. Conditions, both physical and economic, appear to improve slightly in the two blocks north of the North Shore Community Center.

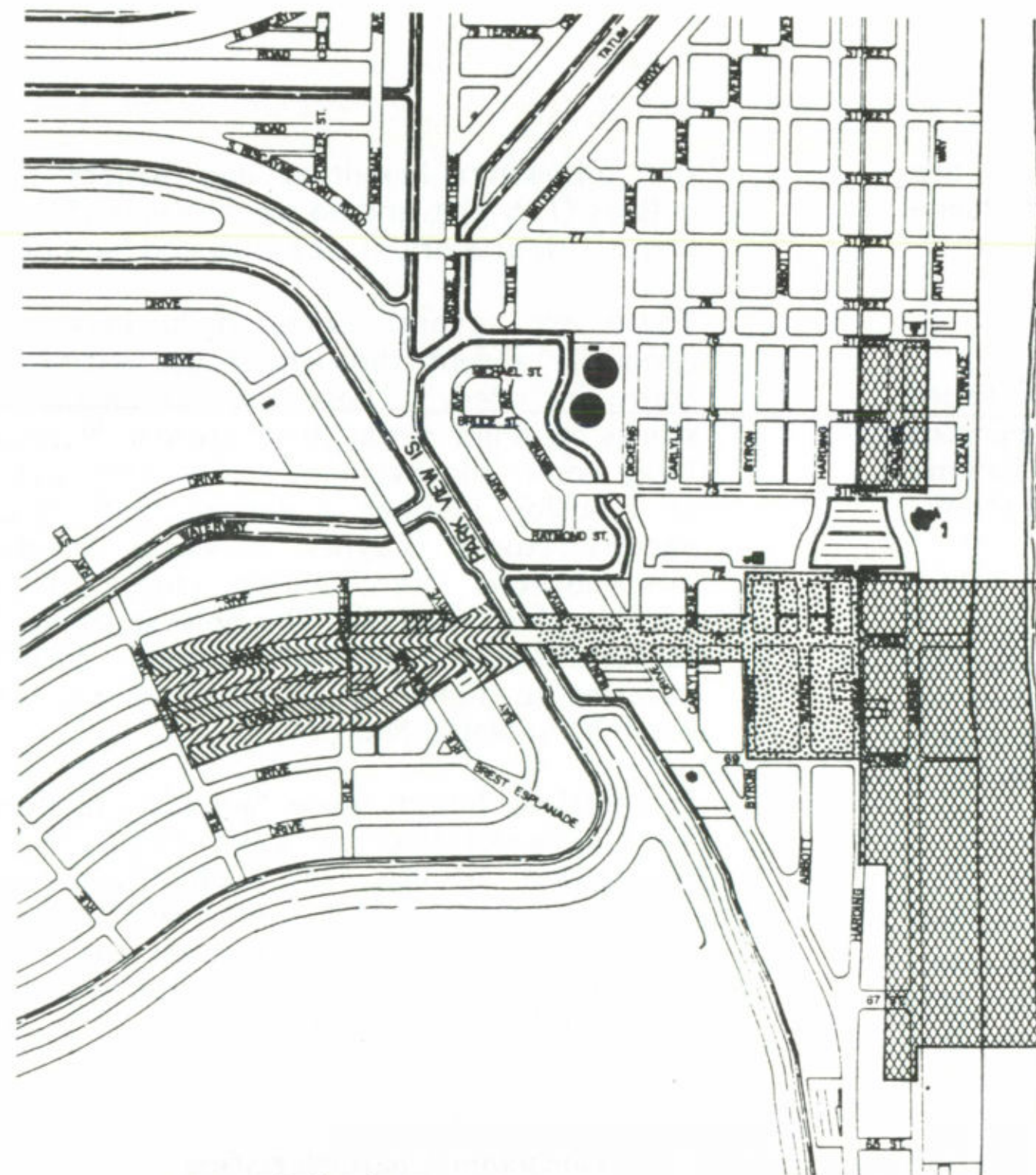
The 71st Street commercial corridor begins as a lower density, run-down, eclectic strip of old stores, Chinese restaurants, banking institutions, a movie theater, and fast food establishments. This area lacks cohesiveness and is broken up by long segments of vacant lots and parking lots.

As one approaches Normandy Isle after crossing the Indian Creek Bridge, the commercial conditions improve again. Several small, one-story shopping centers mark the transition. This area is characterized by neighborhood businesses catering to middle income homeowners. Frequently seen establishments include home furnishing and hardware stores, florists, specialized food markets, drive-in banking facilities, and physicians and attorneys offices. As in the Collins Avenue district, a second vacant Pantry Pride grocery store is a highly visible testament to the economic problems in the North Shore consumer trade area.

The three commercial districts in North Shore contain over 300 separate establishments, representing approximately 16% of the total commercial establishments in the City. The area has a vacancy rate of nearly 20%, which is considerably higher than average.

The most common of the business types in North Shore are restaurants, which comprise over 10% of the total. Nearly all of the 33 restaurants can be characterized as either fast food, deli/cafeteria style, or small Mom and Pop operations with senior citizen specials. Although restaurants in general are in oversupply, North Shore lacks high quality, expensive establishments which could probably sustain a good degree of success, based upon results of surveys of area residents.

The second most frequently seen establishments in North Shore are beauty shops. There are 26 beauty shops in the area, (over one-quarter of the Citywide total), many of which appear to be only marginally functioning. Other prevalent categories of commercial establishments in North Shore include






- 
 Collins Avenue - 67th to 74th Street
 - High vacancy rate
 - Concentration of tourist oriented businesses
 - Poor physical and economic conditions South of 72nd. Street
- 
 71st Street - Collins to Indian Creek
 - Low density, run-down
 - Lacks cohesiveness
- 
 71st Street/Normandy - Indian Creek to Rue Notre Dame
 - Improved commercial conditions
 - Several one story shopping centers
 - Neighborhood businesses

EXHIBIT 3. COMMERCIAL DISTRICTS

KEY POINTS

Noticeably absent are department stores and large supermarkets, among others.

The most frequently heard complaint from business persons is that upper and middle income consumers have deserted them.

The once large concentration of elderly apartment dwellers is being replaced by younger, poorer, minority residents.

As the area's tourist market declines, the services and retail operations catering to this market segment become less viable.

the following: laundries and tailors (13), doctors offices (11), gift and souvenir shops (11), savings and loans (10), grocery stores (10), and bars (9).

There are several types of businesses which are generally absent throughout the entire City, North Shore included. There are no anchor department stores or junior department stores. Neither are there large home improvement stores such as Home Depot or Lindsley Lumber. Nor can one find the large variety stores (Zayres, K-Mart) or the discount miscellaneous merchandise stores (Best, Luria's, Service Merchandise). The newest trends in shopping establishments, the off-price fashion outlets catering to higher income consumers, are also non-existent in North Shore.

In addition, North Shore lacks neighborhood centers with a supermarket or super/drugstore combination as the key tenant. The Publix/Super X Center on Collins Avenue comes the closest to approximating the typical neighborhood center; however, its small size and lack of parking do not adequately serve the needs of the resident population.

2. Consumer Characteristics

According to the Shopping Center Development Handbook, a community shopping trade area ranges from three to five miles. Between 70 - 80% of the customers will come from that area, which requires no more than a ten minute drive.

If we focus upon this general geographical range of potential North Shore consumers, we find that they may reside as far north as Surfside and Bal Harbour, as far west as Bay Harbour Islands and North Bay

Village, and as far south as 41st Street. Within these areas are several distinct consumer types with considerably varying degrees of buying power. Included in the consumer trade area are the wealthy inhabitants of waterfront homes and oceanfront condominiums, as well as the lower income renters in the older apartment buildings scattered throughout. Table A shows the breakdown of the demographic and economic characteristics of residents within the North Shore consumer trade area.

Although the potential trade area for North Shore contains significant numbers of upper and middle income consumers, the most frequently heard complaint of neighborhood business persons is that this consumer group has deserted them. One major factor contributing to this loss of clientele is the quality and proximity of competing shopping areas, combined with the declining quality of goods and services in North Shore.

TABLE A
CONSUMER TRADE AREA DEMOGRAPHICS

AREA	POPULATION	MEDIAN AGE	MEAN HOUSEHOLD INCOME 1979
=====			
M.B. NEIGHBORHOODS			
North Shore	9,658	69.4	\$12,814
Normandy	8,185	53.6	\$16,065
Biscayne Point	4,349	43.8	\$24,065
Oceanfront	12,860	71.4	\$19,341
LaGorce	2,884	42.1	\$69,534
Nautilus	5,635	48.5	\$26,654
OTHER CITIES			
Bal Harbor	2,973	70.9	\$43,324
Bay Harbor Islands	4,869	67.4	\$31,118
North Bay Village	4,920	55.2	\$20,716
Surfside	3,763	65.0	\$21,324

Source: U.S. Census Bureau, 1980.

Bal Harbour shops, for example, competes for the business of well-to-do residents by offering top department stores and designer clothing shops. It is unreasonable to expect that North Shore can successfully compete in this market area, and it is highly unlikely to assume that the area could attract and sustain top quality chain stores of these types.

On a different level, the strip commercial developments on 41st Street, Harding Avenue in Surfside, and along Kane Concourse offer similar merchandise and services to North Shore. In general, these areas are better maintained and thus fare better than do North Shore businesses.

The restaurants and lounges on the 79th Street Causeway provide waterfront views and higher quality food and services than do the establishments in North Shore. The Causeway also contains the neighborhood shopping centers (supermarkets/drugstore etc. combinations) described earlier, within ready access to Normandy Isle.

The once large concentration of elderly apartment dwellers in the North Shore area are rapidly being replaced by younger, poorer, minority residents, often with young children. The commercial district has been badly affected by this changing situation, since many of the commercial businesses cater to an elderly clientele.

In several of the Collins Avenue shopping blocks, a prevalence of tourist oriented establishments is noted. Unfortunately, as the tourist market in this area continues to decline, the services and retail operations catering to this market segment become increasingly less viable. A survey of Collins Avenue merchants indicated that the loss of tourist clientele had caused sales to decline significantly in the last five years. They point to the recent condominium conversions of the Deauville and Carillon Hotels as one reason for this decline. It appears that the types of tourists or visitors who purchase these units do not have the same spending characteristic as typical tourist. Evidence of this is the large number of vacant stores on Collins Avenue opposite these hotels.



KEY POINTS

There is no identification or cohesiveness in the North Shore commercial district.

The merchants association is not powerful; there is no coordinated advertising and no logo or slogan.

The majority of the businesses in North Shore have low development potentials and are thus less likely to remain as viable entities.

3. Economic Climate

The overall economic climate in the North Shore commercial district reflects the combination of the changing consumer patterns and the response or lack thereof of the merchants and business community to those changing patterns.

There is a high vacancy rate, including the recent loss of two major supermarkets, deteriorating physical conditions, and a loss of higher income customers and tourists. One out of every three merchants surveyed indicated that they intend to relocate from North Shore at the expiration of their leases, if business conditions fail to improve. As crime in the district increases, business owners are also reporting cancellations of property insurance, which will eventually result in an even higher vacancy rate.

We also found that there is no identification or cohesiveness in the North Shore commercial district. The merchants association is just beginning to be organized, but it appears there is a lack of interest or strong motivation of commercial property owners. There is no coordinated advertising/promotion, and no identifiable logo or slogan. The majority of the merchants surveyed acknowledged that they rarely engage in any cooperative activities with other merchants. In fact, the Collins Avenue merchants generally did not even believe that they were in the same shopping district as the Normandy Isle merchants. The residents who shop in North Shore, however, perceived 71st Street, Collins Avenue, and Normandy to be the same shopping district.

In addition, North Shore does not contain the proper mix of goods and services to adequately respond to the consumer needs of Miami Beach residents. In

1984, the firm of InterAmerica Research Associates, Inc. prepared a commercial market analysis for the City. Using a complex computer model, InterAmerica analyzed consumer demand and the existing supply of 109 retail, service, and financial establishment types, representing 1,895 Miami Beach businesses, in an effort to determine development potential.

In general, the study showed below average purchasing in Miami Beach compared to the national norm, and approximately half of the establishment types were found to be in oversupply. In comparing consumer demand to the existing supply of commercial establishments, the study determined that the remaining half of the establishment types show potential for expanding the number of businesses and the number of employees. A listing of these establishments is shown in the appendix.

Table B shows the predominant commercial establishment types in North Shore combined with the development potential index for each type. The majority of the businesses in North Shore have low development potential and are less likely to remain as viable entities. Only three of the thirteen prevalent establishment types are viable prospects for expansion or opening of new establishments. These are grocery stores, drinking establishments, and miscellaneous retail stores.

Many retail establishment types with a high development potential are noticeably absent from North Shore. These include department stores, bowling alleys, insurance offices, supermarkets, large home improvement stores and off-price fashion outlets.

In addition to the poor mix of retail and service establishments in North Shore, another factor which impacts the economic viability of the area is that it is comprised almost entirely of strip commercial development, rather than shopping centers. As discussed in the Shopping Center Development Handbook, strip development is generally less likely to experience long term success because: 1) there are no anchor tenants; 2) there is no central management; and 3) the tenant mix results from leasing to available tenants with good credit, not from planning and executing a leasing program which is designed to attract a proven mix of stores providing quality goods and services.

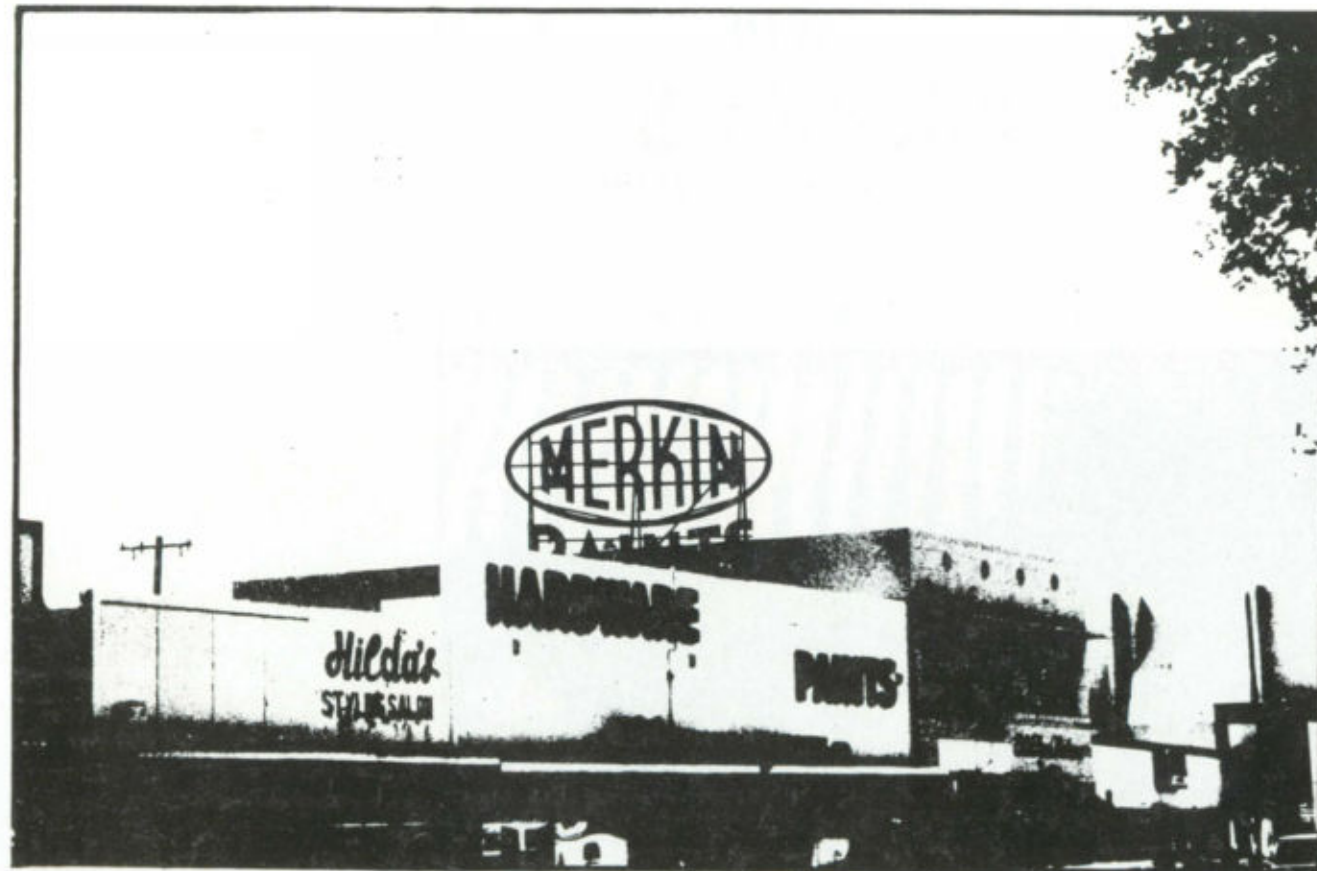


TABLE B

PREDOMINANT EXISTING COMMERCIAL ESTABLISHMENT TYPES AND DEVELOPMENT POTENTIAL IN NORTH SHORE

ESTABLISHMENT TYPE	NUMBER OF ESTABLISHMENTS	DEVELOPMENT POTENTIAL INDEX (DPI)*
Eating Places	33	81
Beauty Shops	26	50
Laundry, Cleaning, & Garment Services	13	71
Offices of Physicians	11	54
Gift, Novelty, & Souvenir Shops	11	61
Savings & Loan Associations	10	71
Grocery Stores	10	125
Drinking Places	9	112
Real Estate Agents & Managers	7	45
Drug Stores & Proprietary Stores	6	51
Women's Ready-to-Wear Stores	6	65
Refrigeration Service & Repair	6	72
Miscellaneous Retail	6	112
Total (50% of Total Establishments in North Shore)	154	

*DPI values of less than 100 indicate lesser potential for development.
 Source: Planning Department Field Survey, 1985.
 InterAmerica Research Corporation, 1984.

KEY POINTS

Consumers view North Shore as depressed and not a place in which shopping is a pleasant experience.

The Collins Avenue and 71st Street arterials provide vital access to other parts of Dade County.

4. Physical Conditions

With the exception of a small area to the west of the Indian Creek Bridge, the majority of the North Shore commercial appearances are fair to poor. Poor signage and awnings provide the most visible negative effect upon the shopper entering the North Shore area. A proliferation of unattractive and out of scale rooftop signs are constantly in evidence. Many establishments exhibit hand painted, poorly lettered signage, complete with hand lettered paper window signs blocking the storefronts and offending the eye.

Awnings often consist of poorly maintained metal canopies with unattractive top supports showing. Many of the canvas awnings are torn and in ill repair. There is generally no attempt to coordinate signage, awnings, or paint within a commercial block, thus resulting in a haphazard, displeasing overall effect.

The combined effect of these factors is one in which consumers view the area as being depressed and not a place in which shopping is a pleasant or enjoyable experience. As such, the consumers have elected to shop elsewhere.



C. VEHICULAR, PEDESTRIAN AND PARKING CONDITIONS

1. Vehicular Circulation

The two main thoroughfares which define and shape the North Shore area are State roads. Collins Avenue is the northbound half of State Road A1A, matched with the southbound combination of Harding/Abbott/Indian Creek. The two way 71st Street (State Road 828) splits off into a westbound Normandy Drive and an eastbound 71st Street just west of the Indian Creek Bridge.

The Collins Avenue and 71st Street pairs are the only arterials traversing the entire North Shore area, providing vital access to other parts of Dade County. Collins Avenue (A1A) is the single continuous north/south artery which runs the length of Miami Beach, and 71st Street (828) is the only east/west connection across Biscayne Bay to the mainland for a minimum of two miles in either direction. As such, these two arterials constitute critical elements in the transportation network, and their capacities to smoothly and efficiently carry large volumes of traffic are of primary importance.

The Collins/Harding pair had a 1984 Average Daily Traffic (ADT) count of nearly 18,000 in each direction at the northern City limit, and a total count of 40,000 at approximately 60th Street, just south of the study area. 71st Street had a 1984 count of nearly 14,000 in each direction at the western border of the City, and a count of nearly 15,000 in each direction at the Collins Avenue intersection. These numbers provide testimony to the primary

function of these streets as major arterials. Yet they are both also used for local access and parking for the commercial uses which line them. Therein lies the conflict in terms of goals for these streets, since the purpose of an arterial is to move traffic as quickly and efficiently as possible, while commercial streets are generally characterized by slower and less efficient movement of traffic.

Several North Shore merchants have advocated the return to two way traffic on Collins Avenue as a means of improving economic conditions of their businesses. Unfortunately for these merchants, the need to accommodate the heavy north/south traffic flow outweighs their concerns, and thus, Collins Avenue must retain its current configuration.

The remainder of the streets in the North Shore study area can almost exclusively be categorized as local streets, arranged in grid pattern providing direct access to adjacent properties. These streets basically serve residential uses, have rights of way ranging from 50 to 60 feet with the standard five foot sidewalks, two lanes of parking and two lanes of traffic. Additionally there are minor collector streets, such as 72nd & 73rd Streets which provide east/west access adjacent to North Shore Park. These streets, for example are 70 feet wide with four lanes of moving traffic.

Metro-Dade County maintains the street signage in North Shore, and numerous signs are in poor condition. As a means of improving vehicular circulation, it is recommended that the County replace and repair street signs.

KEY POINTS

For the most part, the commercial sidewalks in North Shore are in fair condition.

Public and private parking lots are well distributed geographically throughout North Shore.

Off-street municipal parking areas need better directional and informational signage.

2. Pedestrian Circulation

The majority of the sidewalks located within the Phase I study area are three to five feet in width, with the exceptions of Collins Avenue, from 72nd to 75th Streets (10 feet), and 71st/Normandy at the Indian Creek Bridge (10 feet).

Heavy pedestrian activity occurs in areas with the most intensive and uninterrupted string of commercial uses. Collins Avenue, between 73rd and 75th Streets, and the easternmost portion of 71st Street, adjacent to Collins Avenue, are the two areas which experience the highest volumes of pedestrian activity.

The lowest levels of pedestrian activity in the commercial corridor occur in the middle section of 71st Street, where Indian Creek, vacant lots, parking areas, and the distance between stores combine to discourage walking.

For the most part, the commercial sidewalks in North Shore are in fair condition and are not generally in need of replacement.

The North Shore commercial areas generally lack other pedestrian amenities which improve the physical appearance of the street and create a more pleasant walking experience. These include shade, landscaping and street furniture.

Due to the narrow width of the sidewalks and high volumes of traffic, there are only a limited number of locations in which benches and street trees can be placed. Shade for pedestrians can be more appropriately provided by constructing awnings and canopies. A more detailed discussion of these pedestrian amenities can be found in Chapter III.

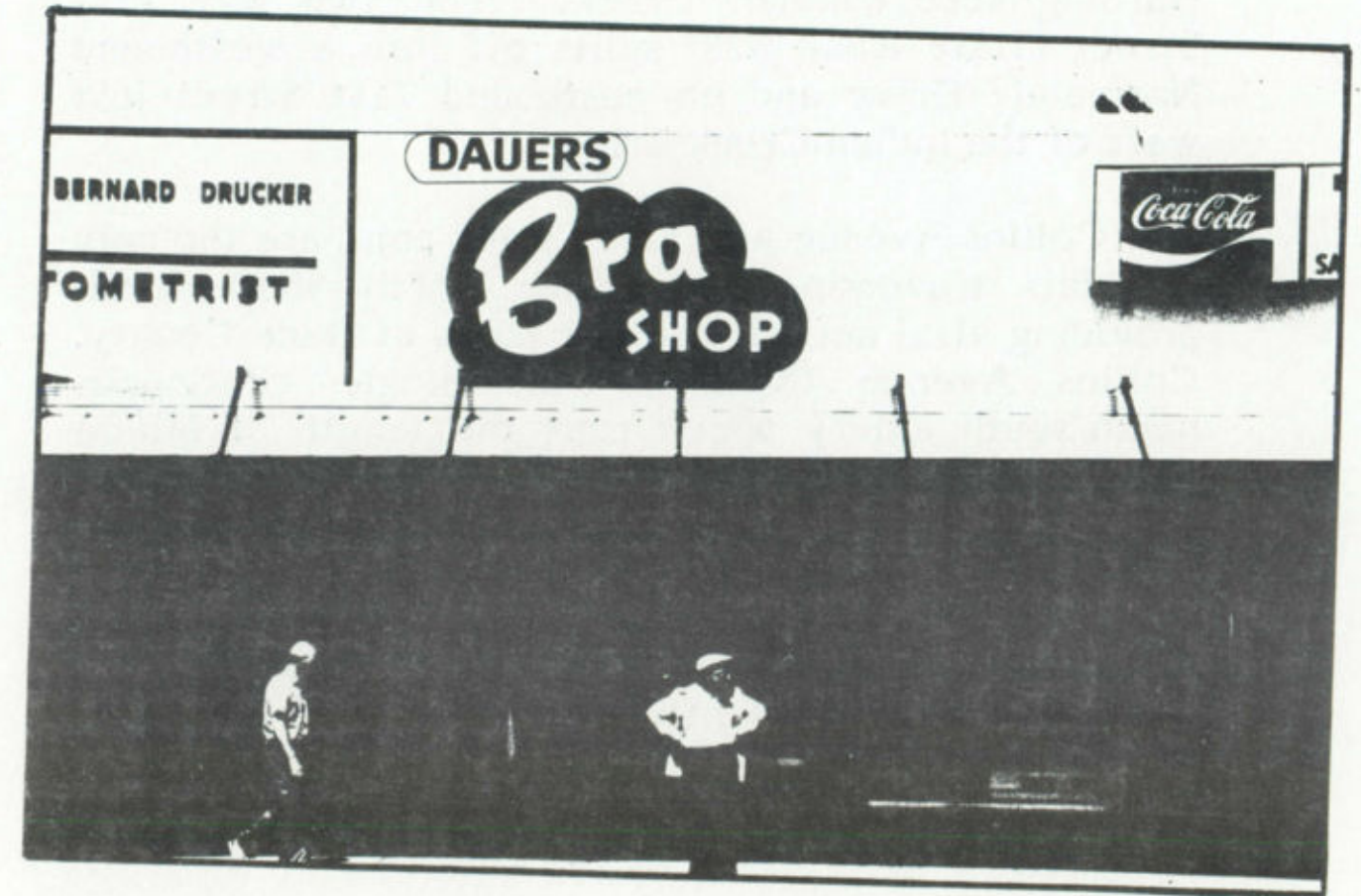


TABLE C

NORTH SHORE COMMERCIAL AREA PARKING

	Area A Lower Collins 66th to 69th	Area B 71st St. East E. of Bay Dr.	Area C 71st/Normandy W. of Bay Dr.	Area D Upper Collins Ocean Terr.	Area E North Shore Park	Area F N. Shore Open Space Park
Municipal						
Off-Street Metered	0	154	80	51	373	147
On-Street Metered	0	96	139	230	0	368
Off-Street Concession	0	0	0	0	0	150
Private	207	386	180	181	0	143
Total	207	636	399	462	373	808

*Note: These figures do not include parking for residential uses.

Source: Miami Beach Planning Department Field Survey, December, 1985.

3. Parking

The supply of parking in the North Shore commercial area consists of nearly 3,000 public and private spaces provided to accommodate the commercial and recreational uses, as is shown in Table C. (Residential parking spaces, both unmetered on-street and private spaces, have not been included in these totals.)

Municipal metered parking is provided in 13 lots and a variety of on-street spaces. In addition, several unpaved, unmetered lots on the west side of Collins Avenue are used primarily on weekends and holidays for beachgoers. These lots are operated by a concessionaire to the City, and are not resulting in substantial revenues.

Private parking for the commercial areas constitutes approximately 40% of the total available commercial parking in North Shore. Both public and private lots are well-distributed geographically throughout the North Shore area. The majority of merchants surveyed do not feel that they have a serious parking space problem. Merchants have noted, however, that the off-street municipal parking areas are poorly identified and monitored and are therefore not as efficiently utilized as they could be with better directional and informational signage. In addition, as is the case in many business districts, merchants themselves often utilize valuable on-street spaces which should be reserved for customers.

KEY POINTS

There appears to be an excessive amount of commercially zoned property in the study area.

A significant amount of land area is in public ownership.

The water and sewer systems are in good to adequate condition.

D. ZONING

Exhibit 4 shows the existing zoning pattern in North Shore. Within the North Shore Phase I study area there are six residential zoning districts, three commercial zoning districts and the municipal use classification (MU). Generally speaking, the majority of privately owned property is zoned commercial, including both the least and most intensive of these districts. High density residential zoning applies to most of the balance of private land. The commercial zoning, for the most part, lines the most heavily used transportation corridors, namely Collins Avenue and 71st Street/Normandy Drive, with the tourist/entertainment emphasis concentrated on the east side of Collins Avenue, south of 71st Street. Based upon the large number of vacancies and the available building potential in the commercial corridor, there appears to be an excessive amount of commercially zoned property in the area.

In addition, a significant amount of land area is in public ownership. The majority of this is used for recreation and open space, much of it in North Shore and North Shore Open Space Parks. Several additional acres of City-owned (MU) property are used for municipal parking lots. This zoning pattern would appear to indicate a desire to create an intensive district which combines major commercial, tourist/entertainment and neighborhood shopping functions to serve the needs of both the residential and tourist components of the population at a major transportation crossroads.

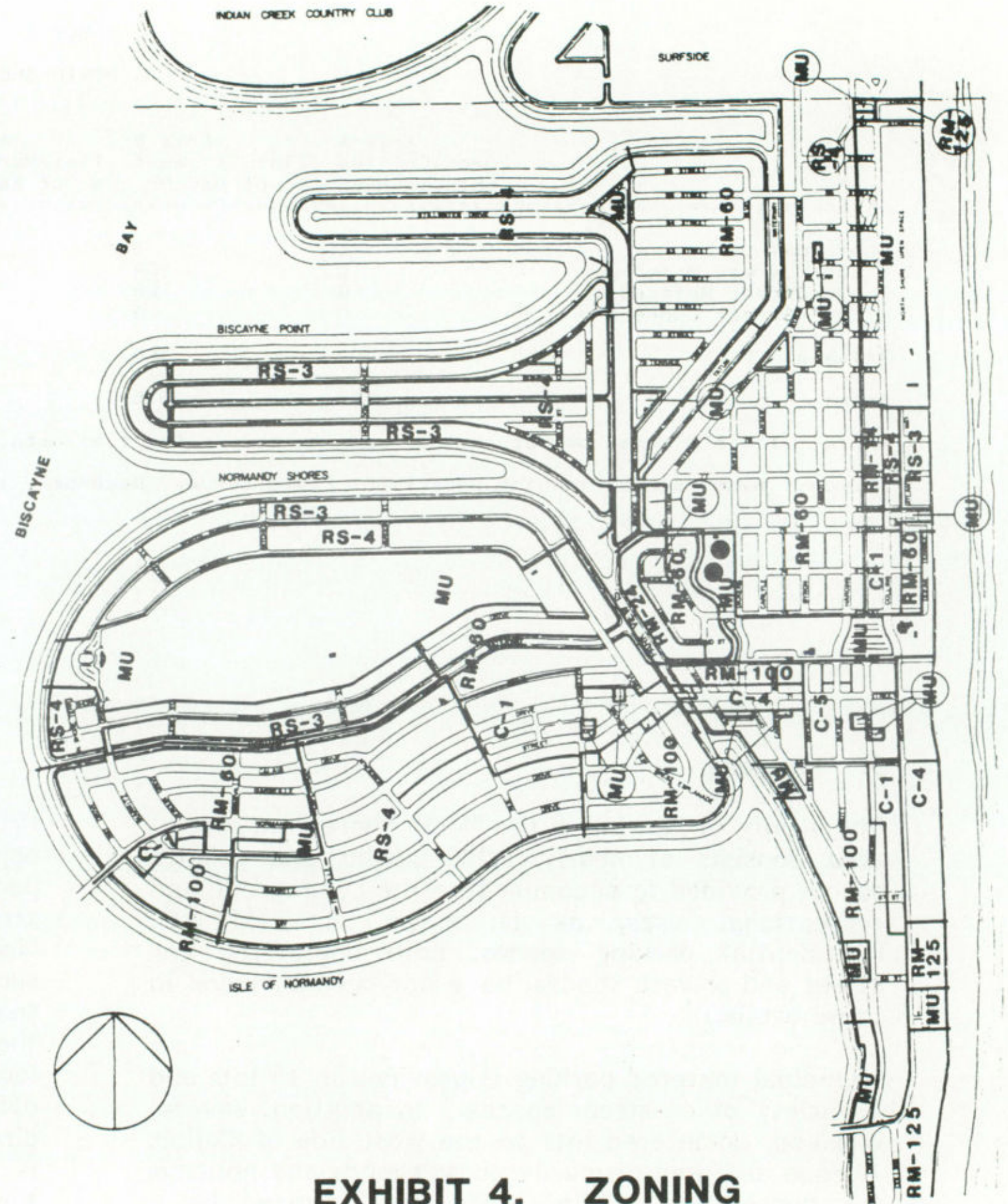


EXHIBIT 4. ZONING

TABLE D
ZONING

Zoning District	Purpose	Floor Area Ratio	Dwelling Units Per Acre
RS- 3 & 4	single family res.	---	3 - 4
RM-14	low density, low risk single & multi-family res.	---	14
RM-60	residential apartment district	1.5 - 2.0	60
RM-100	high density, high rise hotel & apart. district	3.0	100
RM-125	high density, high rise hotel & entertainment district	6.0	125
C-1 (neigh.bus.)	neigh./conven. shopping	2.0	60
C-4 (business)	intense highly concentrated business core	10.0+	125
C-5 (general)	mixed use with service/commercial	3.0	100
MU	public purpose	---	---

E. UTILITIES

1. Water and Sewers

Most of the North Shore area's utilities were installed during the 1930's and the systems were largely completed by the beginning of World War II. These systems, the water, sanitary sewers and storm sewers, served the needs of the basically low to medium density, largely residential users, for many years.

The 1950's and 1960's were years of construction of some major beach and bayfront hotels, condominium and apartment complexes in this neighborhood. The Deauville, Carillon, The Burleigh House, Manhattan Towers, the King Cole and Byron Hall, as well as the Publix at 69th Street, were all developed in this period. Expansions and improvements in these utility systems were completed in order to accommodate this increase in population and service demand. The result of this is a comprehensive network of water and sewer systems which are in good to adequate condition and have the capacity to serve the community's needs for years to come with only minor replacement/repair work planned.

Planned improvements to these three utility systems consist of a series of replacement and renewal of 8 inch water mains over the next three years, and some lesser improvements to the sanitary sewer system in 1989. At present no major improvements to the storm sewers have been programmed.

KEY POINTS

Nearly all of the City owned street lights will be replaced over the next few years.

North Shore Parking Lot 9 B measures 3.7 acres and contains major utilities.

2. Street Lights

Street lights on all state roads (Collins/Harding and 71st/Normandy) are the responsibility of the State. These are all in good condition and there are no planned improvements at this time. Nearly all of the street lights on City streets in the study area are being replaced. This will be completed this next year through the City's comprehensive two part program to update the entire system. The first part of this program is the upgrading of existing City owned street lights from mercury vapor fixtures to sodium vapor fixtures. This is a replacement with a more modern and energy efficient model which provides greater illumination at a lower cost. This work will be done on all City streets north of 72nd Street, with the exception of more decorative fixtures proposed for Ocean Terrace, (see Chapter III). The existing poles and cables in this area are in good condition and will be maintained.

The second part of this program is the takeover and replacement of the entire system fixture, pole and underground cables which are currently owned by Florida Power & Light Company. This work also includes the upgrading of mercury vapor to sodium vapor fixtures. Beyond improved service, this change has the additional advantage of providing a savings by eliminating the rental of this equipment from Florida Power & Light Company.

The Collins/Harding and 71st/Normandy Drive pairs are State roads and therefore the street lights are part of the Metro-Dade County system. This entire system was replaced, including cables, poles and fixtures, approximately 10 to 12 years ago and are in good condition and will be in use for many years to come.

3. Gas and Electric

Gas and electric services are provided by Peoples Gas Company and Florida Power & Light Company, respectively. These services are adequate to meet community needs and no significant changes are planned.



F. PUBLIC OPEN SPACE

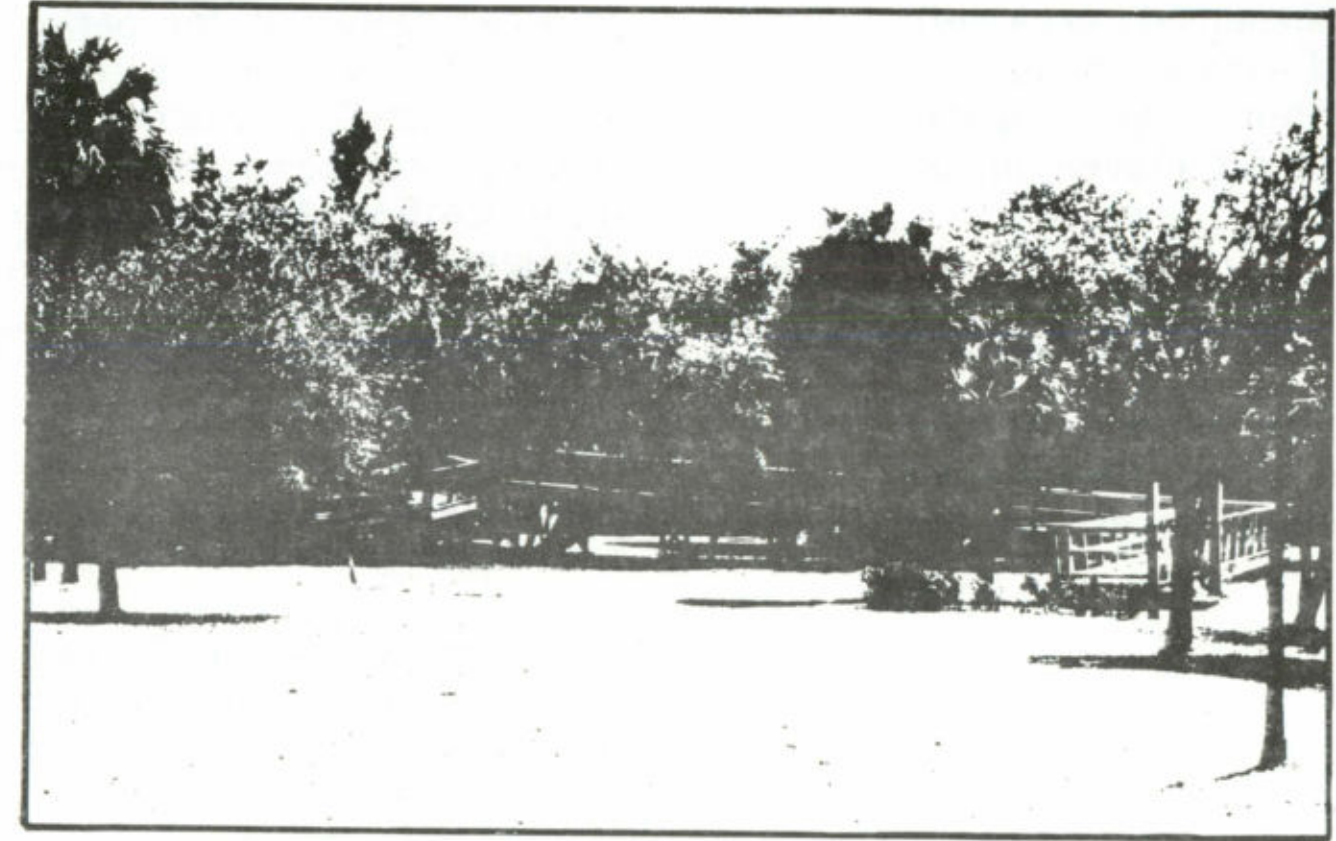
I. North Shore Park and Parking Lot

North Shore Park is a heavily used neighborhood park which runs from Dickens Avenue to the Ocean between 72nd and 73rd Streets. The land area totals 15.38 acres (excluding the beach) and its activities include the following:

Activities building with multi-purpose hall, ceramics room, restrooms, tennis center, shop and lockers, small tot lot, lighted softball field with bleachers and restrooms, 2 basketball courts, 8 lighted shuffleboard courts, 15 lighted tennis courts (11 hard - 4 clay), community center with one large multi-purpose room and bandshell with stage and dressing rooms.

Within North Shore Park is municipal parking lot 9 B, which is bounded by Harding Avenue, Collins Avenue, 72nd, and 73rd Streets. This site measures 3.7 acres and contains 324 metered parking spaces. Metered Parking records indicate that this lot is a revenue producing lot in the City with 1985 annual revenues of \$23,373. Although use of this lot is somewhat limited during weekdays, it is heavily utilized by beachgoers on weekends.

The North Shore parking lot contains major utilities which service the City of Miami Beach, North Bay Village, Surfside and Bal Harbour. There is a pumping station located at this site which serves the beach from 72nd Street south. In addition to major sanitary sewer lines, there are also minor storm sewer lines and force mains which belong to North Bay Village, Bal Harbour and Surfside.



2. North Shore Open Space Park

North Shore Open Space Park is the City's largest beachfront park, located on Collins Avenue and the Ocean, between 79th and 87th Streets. It is one of two Miami Beach recreational areas large enough to be classified as a district park. (The other is Flamingo Park in the southern portion of the City.) North Shore Open Space Park contains 32.05 acres of property. The park has deck areas and pavillions, a boardwalk and heavy vegetation. There are no active uses in the park, such as ballfields or playing courts.

When North Shore Open Space Park was constructed in 1977, it was an award winning concept and design. In the nine years since the initial construction, changes in the park conditions and user needs require serious reconsideration of this concept and the

KEY POINTS

The 3 block expansion area will be integrated with a redesign of the North Shore Open Space Park to form an eleven block public park.

Ocean Terrace is one of the few areas of Miami Beach with direct vehicular access to the Ocean.

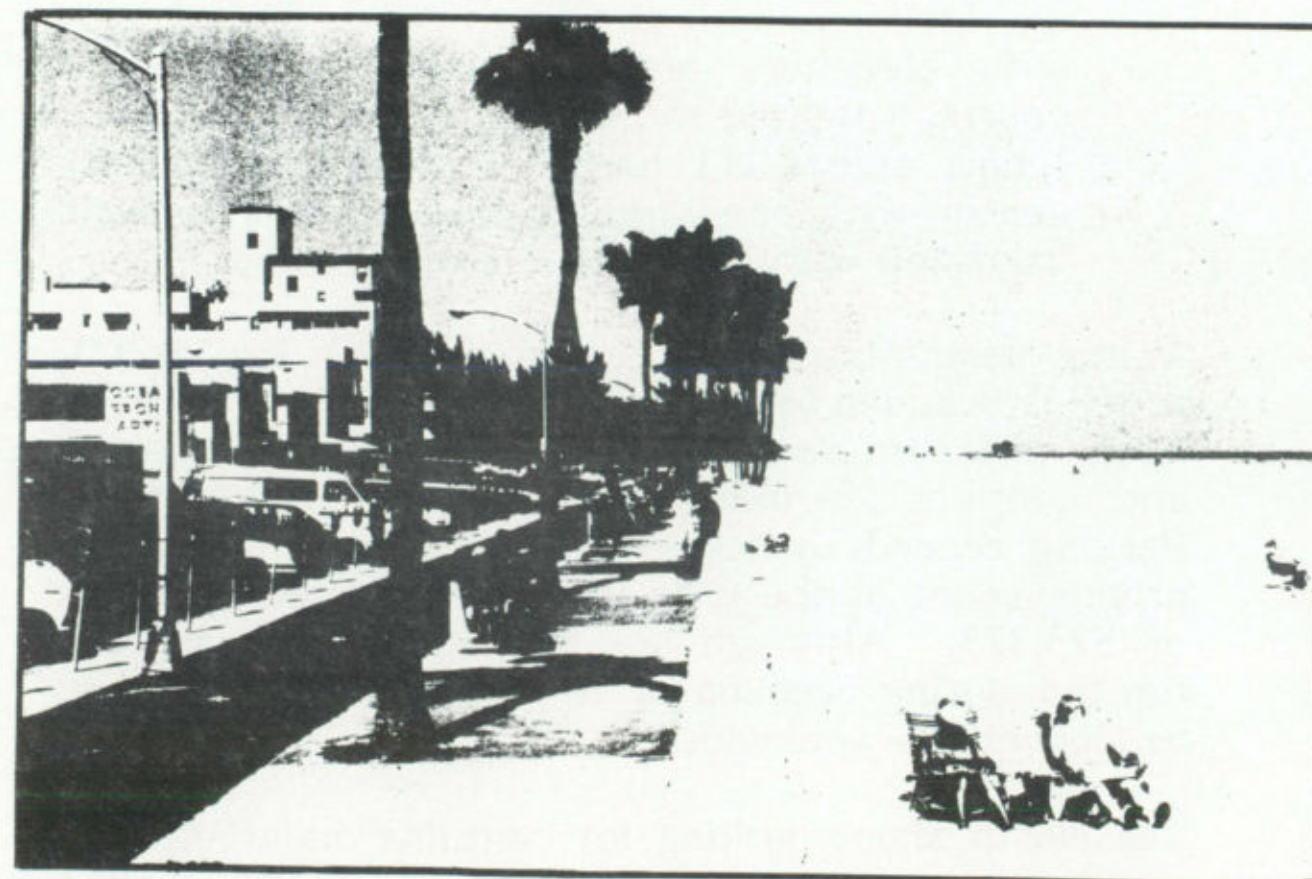
physical design of the park. The winding boardwalk and decks have been seriously vandalized due to lack of visual access. Further, the vegetation has become densely overgrown, entirely blocking the ocean view from Collins Avenue passersby and causing crime problems, particularly at night.

North Shore Open Space Park's lack of identity is also increased by the absence of formal entranceways and identifying signage. In addition, the name, North Shore Open Space Park, is long, unwieldy, and often confused with North Shore Park.

The proposed North Shore Open Space Park future expansion area consists of the blocks immediately to the south of the park. Currently occupied by single family homes, the State of Florida is in the process of acquiring these properties under the "Save Our Coast" program; however, fiscal constraints may result in the cancellation of this project. If acquisition takes place, the three block expansion area will be integrated with a redesign of North Shore Open Space Park to form a continuous eleven block public park. Similar to other City and State agreements, it is likely that the City of Miami Beach would then enter into a management agreement with the State of Florida to operate and maintain the total park area.

Despite current use and maintenance problems in North Shore Open Space Park, it remains one of the City's most significant and highly used public spaces. It provides what most closely recreates a natural beach environment, a rare asset in the highly urban environment of Miami Beach. Along with Lummus Park to the South, the Park provides the public with the most substantial direct public access to the beach.

Specific recommendations concerning ways to improve North Shore Open Space Park are outlined in Chapter III, Section F.



3. Ocean Terrace

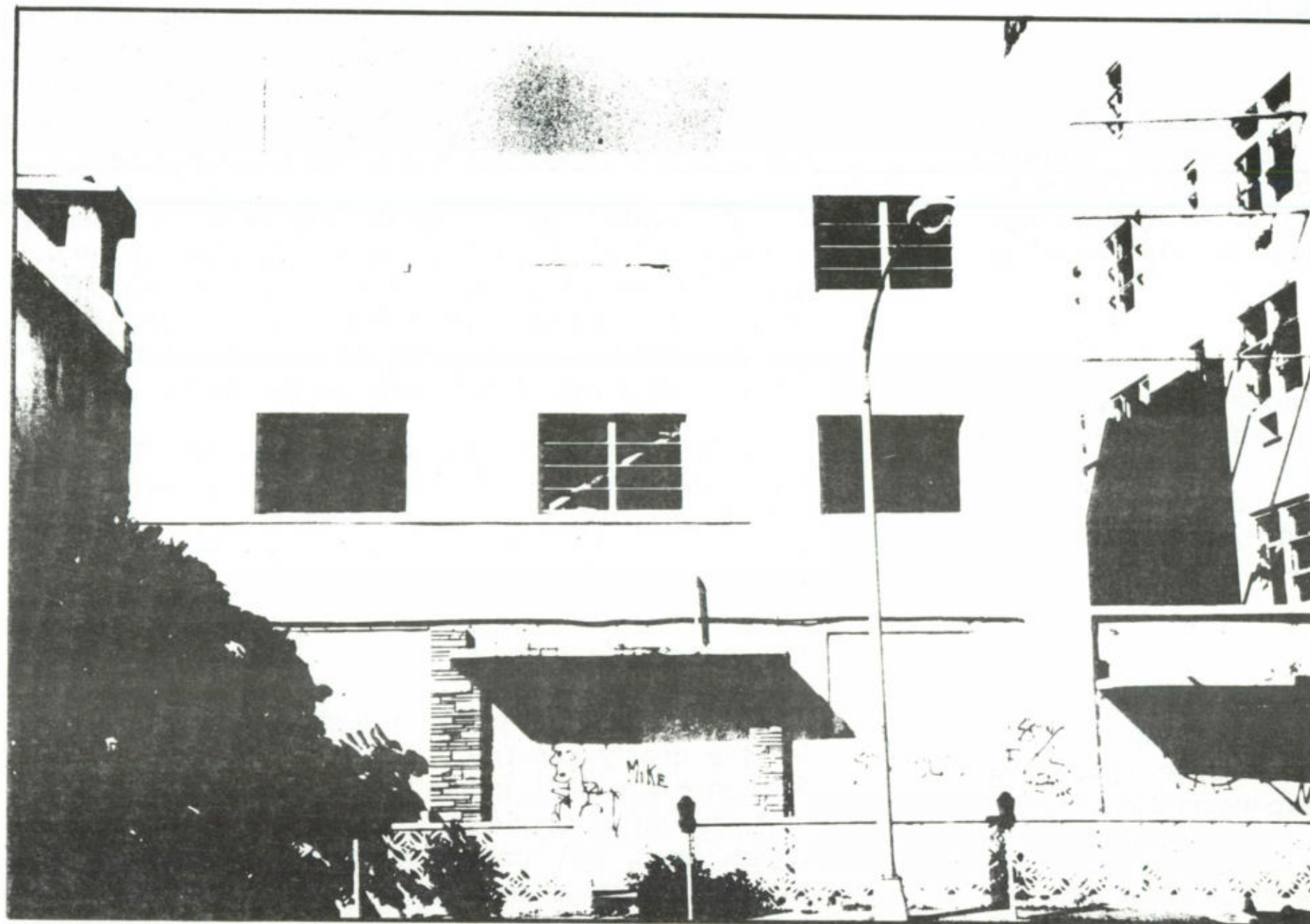
Ocean Terrace is a two block strip of 1940's hotels and apartment hotels located between 73rd and 75th Streets on the Ocean. Ocean Terrace is one of the few areas of Miami Beach with direct vehicular access to the ocean. As such, it is similar in many respects to Ocean Drive in southern Miami Beach.

Ocean Terrace contains 10 hotel and apartment structures. The land is platted in 50 X 150 foot lots, and the current zoning is RM-60, allowing 60 dwelling units per acre.

Once catering to tourists and later to elderly seasonal renters, Ocean Terrace is now a transient residential area with younger, less affluent tenants. The vacant and boarded Blue Waters Hotel and apartments occupy six lots in the southern block of Ocean Terrace. Covered with graffiti and often illegally occupied by vagrants, the Blue Waters Hotel presents a significant problem to Collins Avenue merchants abutting the property to the west. The renovation of the Blue Waters Hotel is a key component to any revitalization study for Ocean Terrace. The Planning Department has met with the owner of this building and, pending foreclosure action, they have plans to renovate the existing structure or construct a new building.

On a positive note, the Olsen, next door to the Blue Waters Hotel, has been rehabilitated and converted into a 16 unit condominium. Simon's Place, an indoor/outdoor cafe, has recently opened on the ground floor of the Olsen.

The Ocean Terrace right of way is 60 feet wide, with a sidewalk on the west side, angled metered parking on both sides, and an east side divided sidewalk. A low coral rock wall divides Ocean Terrace from the beach. Suggestions for public and private improvements to Ocean Terrace are discussed in Chapter III.



KEY POINTS

Positive changes must begin to occur in North Shore now, rather than at some undefined date in the future.

The need to organize and promote a strong business association and non-profit community development corporation is of immediate priority.

A mid-range implementation effort will entail the construction of a large mixed use commercial/office project to be constructed in the North Shore Park lot.

Long range implementation focuses upon Ocean Terrace, North Shore Open Space Park and the expansion area.

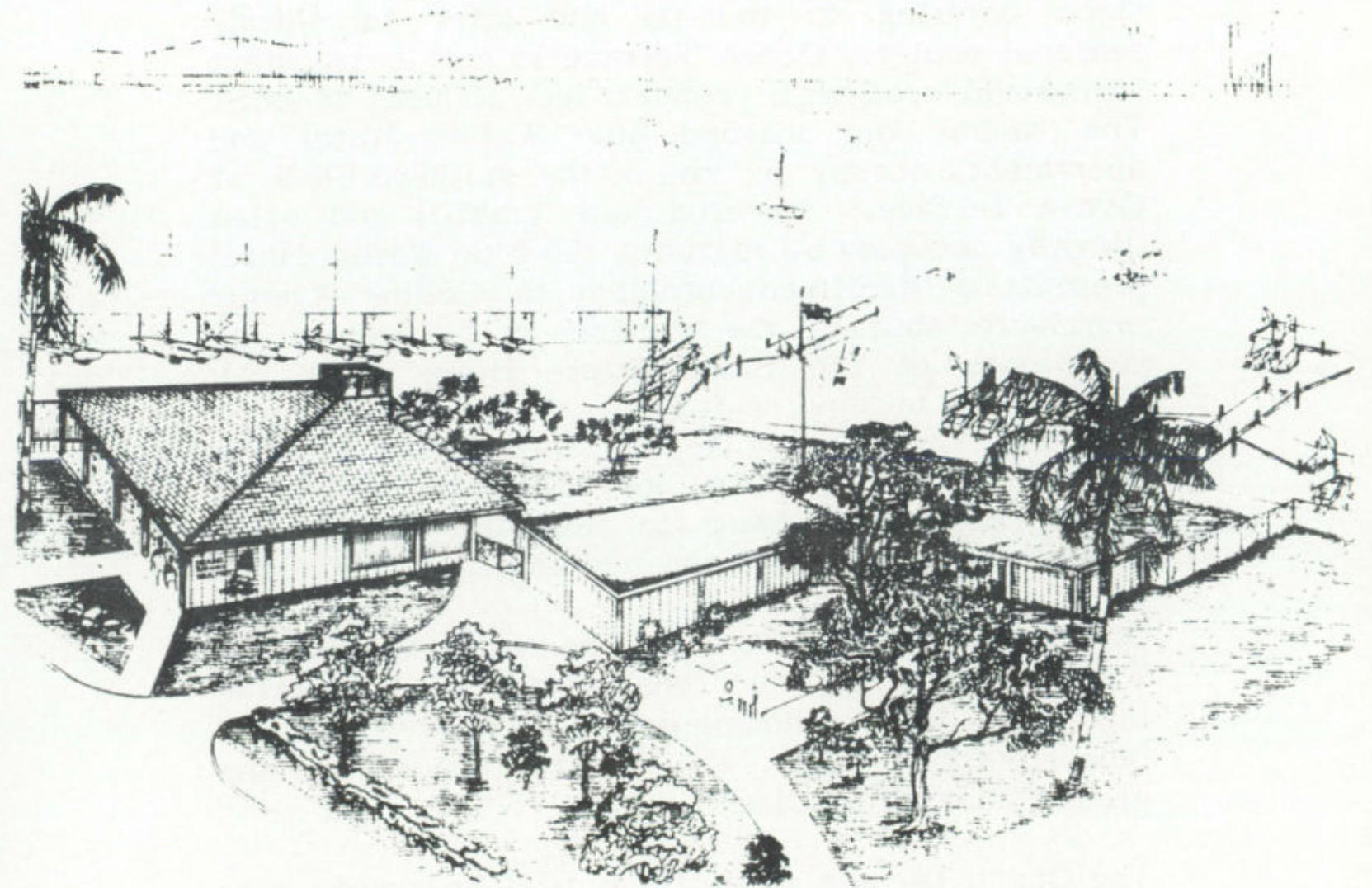
4. Indian Creek

The Indian Creek waterway serves as a natural western boundary for the Phase I study area between 63rd Street and 71st Street. Located along the east bank of Indian Creek are several municipally owned properties which can provide additional recreational opportunities for North Shore residents and tourists.

At the southern end of the study area is the recently completed St. Francis Vita Course, located on the 0.3 acre City owned Brittany Bay Park property. This course was developed and donated to the City by St. Francis Hospital. It is rarely used, and efforts should be made to increase utilization of this park.

Located 300 feet to the north of the Vita Course is the 65th Street parking lot, a 1.7 acre parcel with 166 metered parking spaces. This property is devoid of landscaping and the spaces are rarely filled. Additional landscaping and replacement of meters with one Master Meter could significantly improve the appearance of the 65th Street lot.

The third municipal property located on Indian Creek is the nearly constructed sailport adjacent to Fire Station #4, at 6880 Indian Creek Drive. The sailport will provide an active recreational facility for boaters of all ages. A concessionaire will operate the facility, which is anticipated to open this spring or summer.



CHAPTER III

REVITALIZATION STRATEGY

A. NORTH SHORE CONCEPT

The overall concept for the North Shore Commercial Revitalization Strategy is the recognition that positive changes must begin to occur in North Shore now, rather than at some undefined date in the future.

In addition, we know that the short range implementation strategies presented herein are not enough in themselves to reverse the commercial decline in North Shore. Thus, we have included mid and long range objectives to be accomplished within the next 5 to 15 years. The implementation of these objectives will be costly and lengthy in process, but they have been developed to increase the economic vitality of the area far beyond its past and present levels. The economic problems facing North Shore are complex and have developed over a 10 to 15 year period. Short fix solutions will not remove these problems, only a unified effort by commercial property owners through a singular development voice can.

After assessing the needs of the North Shore business community, it was determined that the need to organize and promote a strong business association and expand the activities of the Miami Beach Development Corporation, is of immediate priority. The City, through its Planning and Economic Development Departments, can take the lead in developing these two complementary organizations. Also included within the assistance program to be provided by the City is the development of a facade renovation program, provision of marketing expertise to store owners, and aggressive attempts to attract new, viable businesses to occupy vacant North Shore commercial properties. In addition, several public

improvements are proposed. All of these activities can begin within the next six months if funding for these efforts is approved.

A mid-range implementation effort will entail the construction of a large mixed use commercial/office project to be constructed in the North Shore Park lot through the sale of air rights. This development will provide a landmark within the center of the commercial district and will act as a draw for other commercial establishments in North Shore. At this point, major public street improvements can also begin to occur, with the establishment of a special taxing district to fund such improvements. Also included within this phase will be the addition of concessions within the park to provide for a full range of sporting goods, catering to the users of the park.

Finally, a long range implementation effort focuses primarily upon the full revitalization of Ocean Terrace and the redesign and development of the North Shore Open Space Park. Also included are two alternatives for the future use of the "Save Our Coast" properties to the south of the existing park.

The future role of the North Shore commercial district and the difference in various geographical segments must also be defined within the overall concept governing the revitalization strategy. North Shore cannot expect to become another Bal Harbour. Its primary and most successful function is to serve the residents, beachgoers, and limited number of tourists within the consumer trade area. As was pointed out in Chapter II, this trade area is relatively well populated and includes upper and middle income consumers who rarely shop in North Shore now.

KEY POINTS

The Economic Action Program will provide professional expertise and financial incentives in the earliest implementation stages.

The basic premise inherent in the North Shore concept is the recognition that a strong public/private partnership must be established.

Efforts to increase this residential market, (particularly on 71st Street/Normandy Drive) should be made by working with property owners to accomplish the following:

- Attract new, large scale enterprises such as a supermarket/drug store combination, an anchor department store, furniture store, lumber/hardware establishment, retail off-price fashion outlet, or miscellaneous merchandise store.
- Discourage low development potential retail/service businesses from locating in North Shore, such as beauty salons, small, low priced restaurants, and souvenir shops.
- Group similar enterprises together for one-stop shopping, i.e., women's clothing, shoes, lingerie or deli, bakery, fish market.

Tourist oriented activities should be concentrated on Collins Avenue/Ocean Terrace and they should not be expanded beyond their present levels until area tourism increases significantly. The amount of land zoned for commercial purposes far exceeds the demand for space. Surplus commercial zoned land north and south of 71st Street should be rezoned as residential.

In summary, the North Shore concept entails a readily implemented economic assistance program while simultaneously beginning the more complex process of developing major projects which will act as a draw for the North Shore commercial district. The basic premise inherent in this concept is the recognition that a strong public/private partnership must be established in order for the revitalization strategy to succeed.

B. ECONOMIC ACTION PROGRAM

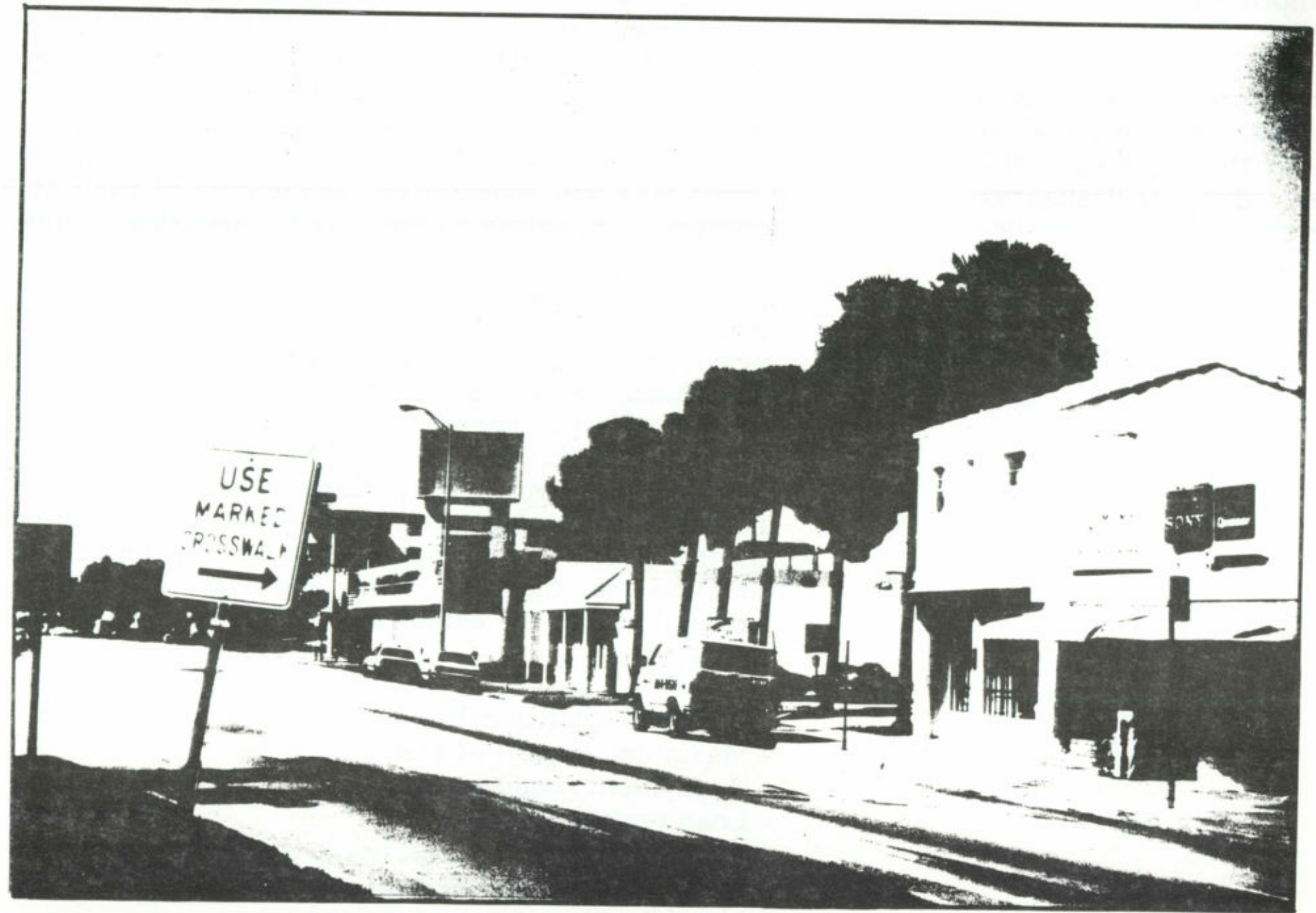
The purpose of the Economic Action Program is to provide professional expertise and financial incentives for private property improvement in the earliest stages of implementation of the North Shore Commercial Revitalization Strategy. This entails the organization of a North Shore Business Association and the expansion of an existing non-profit community development corporation which will facilitate private development and restore and expand the area's commercial base.

I. Professional Staff Assistance

Upon adoption of the plan and funding from the Community Development Block Grant, City staff members from the Planning and Economic Development Departments would begin to provide professional assistance to the North Shore business community. Below is a list of goals and objectives for the implementation of this professional business assistance program:

- a. Organize and promote North Shore Business Association; recruit new members; develop block or sub-district committees, establish by-laws.
- b. Identify property owners and leading citizens and assist in the expansion of the Miami Beach Development Corporation pursuant to Section 290.033(2) Florida Statutes.
- c. Develop and begin implementing a low interest loan program for facade improvements.
- d. Reduce vacancies by:
 - Identifying and recruiting new uses with high development potential
 - Marketing/promoting North Shore to chain stores
 - Working with landlords to negotiate acceptable lease terms

- e. Coordinate with Police Department to establish North Shore Commercial Neighborhood Crimewatch.
- f. Develop logo/ name for North Shore commercial district.
- g. Work directly with specific landlords/developers to assist in rehabilitating and filling major vacant properties, i.e., Blue Waters Hotel, Pantry Pride.
- h. Develop a coordinated advertising program for North Shore, i.e., sale days, newsletter, special events.
- i. Begin process of organizing North Shore banks and savings & loans to develop a low interest loan pool for private property improvement.
- j. Conduct seminars with business owners, realtors, bankers, property owners to inform them of plan recommendations, design guide lines, available financial assistance programs.
- k. Research and apply for Federal, State, local and private grants to improve economic opportunities in North Shore.
- l. Act as liaison between North Shore business community and City.
- m. Begin process of developing a request for proposals for air rights development of North Shore parking lot (in conjunction with Property & Lease Management Department and Land Use & Development Committee).
- n. Assist appropriate City departments in refining public/capital improvements schedules and funding.



KEY POINTS

The Business Assistance Loan Program will provide low interest loan subsidies for facade improvement.

A non-profit community development corporation would function as the implementation arm of the revitalization strategy.

2. Business Assistance Loan Subsidy Program

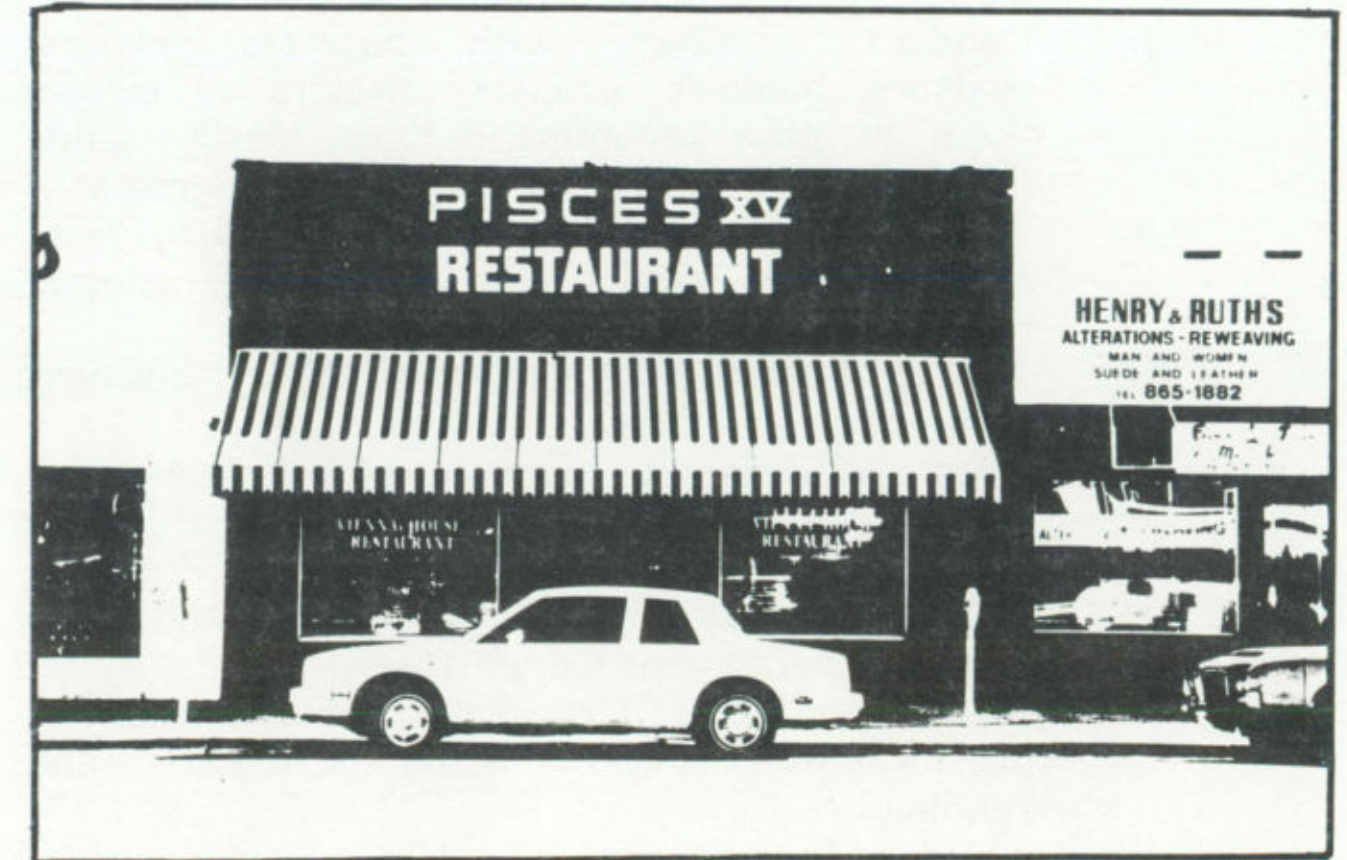
The second facet of the Economic Action Program to be implemented in October, 1986, is a Business Assistance Loan Program. Initial funding (if approved) will come from Community Development Block Grant monies. The Planning Department has submitted a request for these funds. It is anticipated that the Community Development Advisory Committee will consider the application at their May meeting, with action by the City Commission in July.

In its early stages, the loan program will provide low interest loan subsidies to property and/or store owners to enable them to improve their facades in accordance with the adopted design guidelines set forth in this document. These funds will be used to leverage additional County and State monies, thereby creating a significantly larger pool of money available to property owners. Detailed regulations governing this loan program will be developed upon adoption of the plan and approval of funding. Included within the established regulations will be the following:

- Owner eligibility criteria
- Maximum amount of loan
- Repayment requirements
- Loan review process
- Area eligibility criteria, i.e., possible model blocks
- Eligible activities defined
- Identification of target area(s)

Initially, the Business Loan Program will be limited to facades, signage, paint, awnings and windows, for example. If successful, the program can be

subsequently expanded to include larger loans for inventory and equipment replacement/expansion and structural rehabilitation. Further, the program funding will hopefully be increased in subsequent years through the creation of a loan pool to be cooperatively managed and operated by North Shore lending institutions. Again, this facet of the Economic Action Program is anticipated to be eventually managed and operated by the non-profit community development corporation, as described in the following section.



3. Community Development Corporation

Economic improvement in the North Shore commercial district can be facilitated with the assistance of a non-profit community development corporation, under the State Community Development Support and Assistance Program. This organization would function as the implementation arm of the revitalization strategy and would coordinate private development to complement the City's efforts.

Currently the City has one community development corporation, the Miami Beach Development Corporation (MBDC). This organization is directly involved in commercial revitalization on Washington Avenue and Lincoln Road, as well as hotel development in the Ocean Drive area. It is now focusing efforts on housing rehabilitation. MBDC's target area, as defined in its Articles of Incorporation, consists of the area south of Dade Boulevard, and it is recommended that this area be expanded to include North Shore. The implementation of the facade renovation program and professional marketing assistance would be the responsibility of this organization.

The benefits to the establishment of a community development corporation include eligibility for additional funding. Funding sources include, but are not limited to, State Community Development and Assistance Program, Dade County Documentary Stamp Tax Program, private monies and federal Community Development Block Grant assistance (CDBG). CDBG funded activities will be eligible if they fall within the North Shore target areas as shown in Exhibit 5.

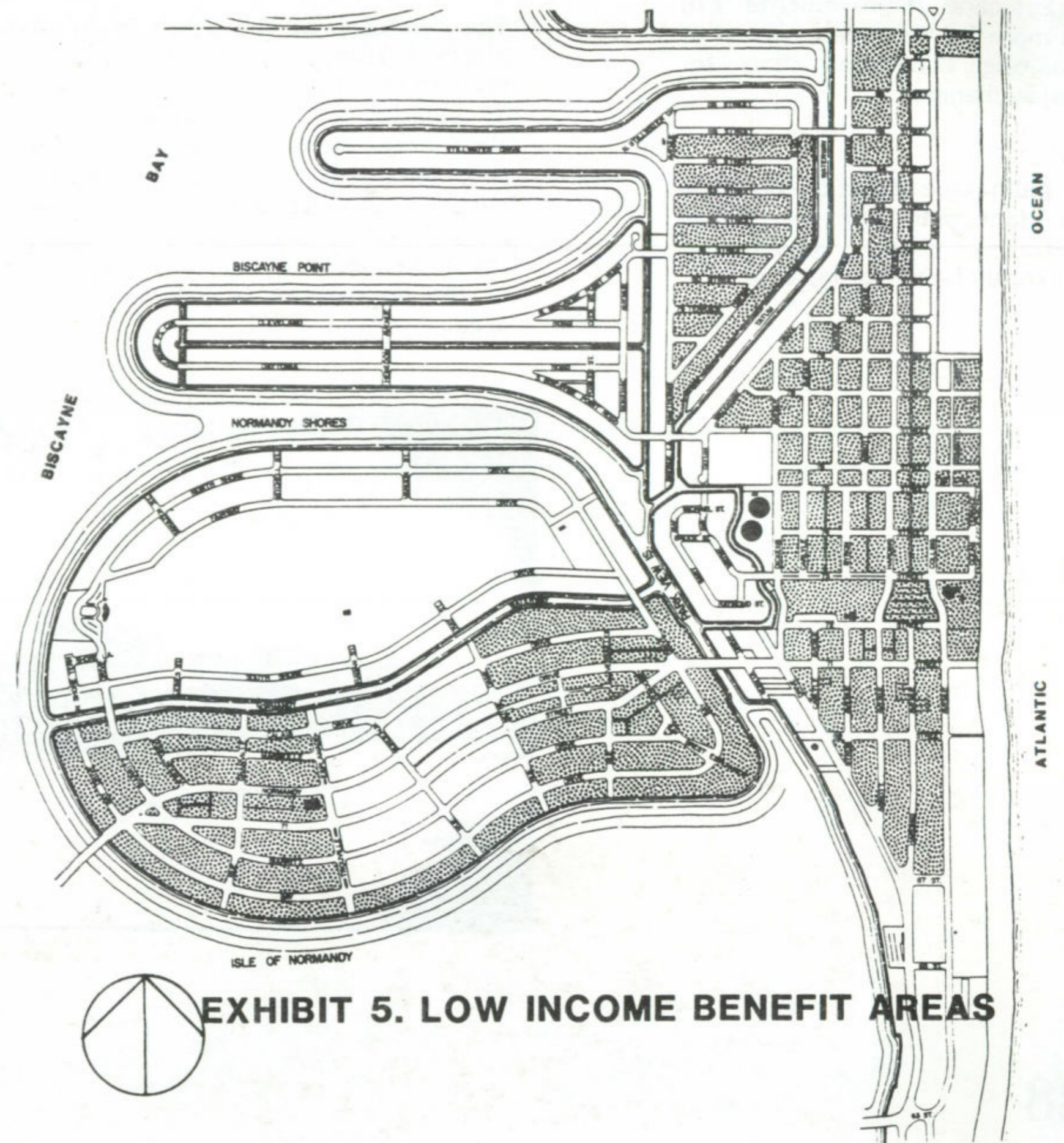


EXHIBIT 5. LOW INCOME BENEFIT AREAS

KEY POINTS

Recommendations for streetscape improvements will be more for the enhancement of existing conditions than for major changes.

A palm tree donation program to plant palms on the Ocean Terrace public beach is currently being formulated.

C. STREETScape IMPROVEMENTS

The condition of the public right of way within the Phase I study area is generally good. Therefore, recommendations will be more for the enhancement of existing conditions rather than major changes. New street signs and metered parking signs are also recommended. The street improvements for the various neighborhoods are illustrated in Exhibits 7, 8, and 9, the case study blocks. Improvements recommended for each case study block are typical of the improvements recommended for that general area.

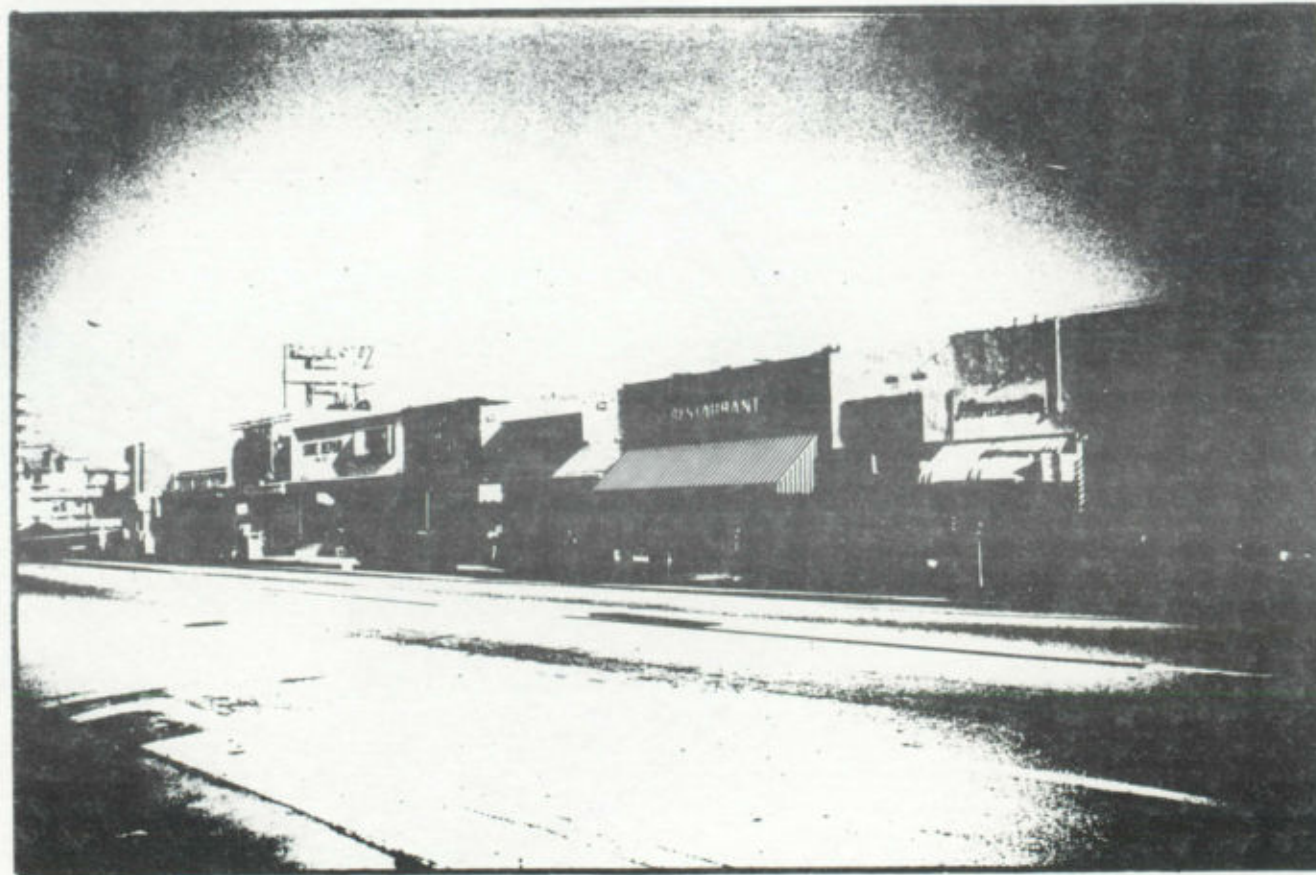


Exhibit 6 - 71st Street - 900 Block

In this area, improvements consist of street trees (medium size) to provide color, shade and a softening of the street image; new trash receptacles; landscape and benches in the fountain island; and new pedestrian crosswalks and curb cuts to make crossing the street safer and easier.

Exhibit 7 - Collins Avenue - 7400 Block

In this area, improvements consist of street trees (palms) to provide interest and a tropical, beachside feeling; new trash receptacles; and seating areas with landscape and benches.

Exhibit 8 - Ocean Terrace

In this area, improvements consist of creating landscape islands in six (6) to ten (10) parking spaces on the west side of the street; resodding and planting of coconut palms in the landscape areas on the east side of the street; repair and refinish the benches; installation of new pedestrian scale street lights; and new waste receptacles. A palm tree donation program to plant palms on the public beach in this area is currently being formulated.

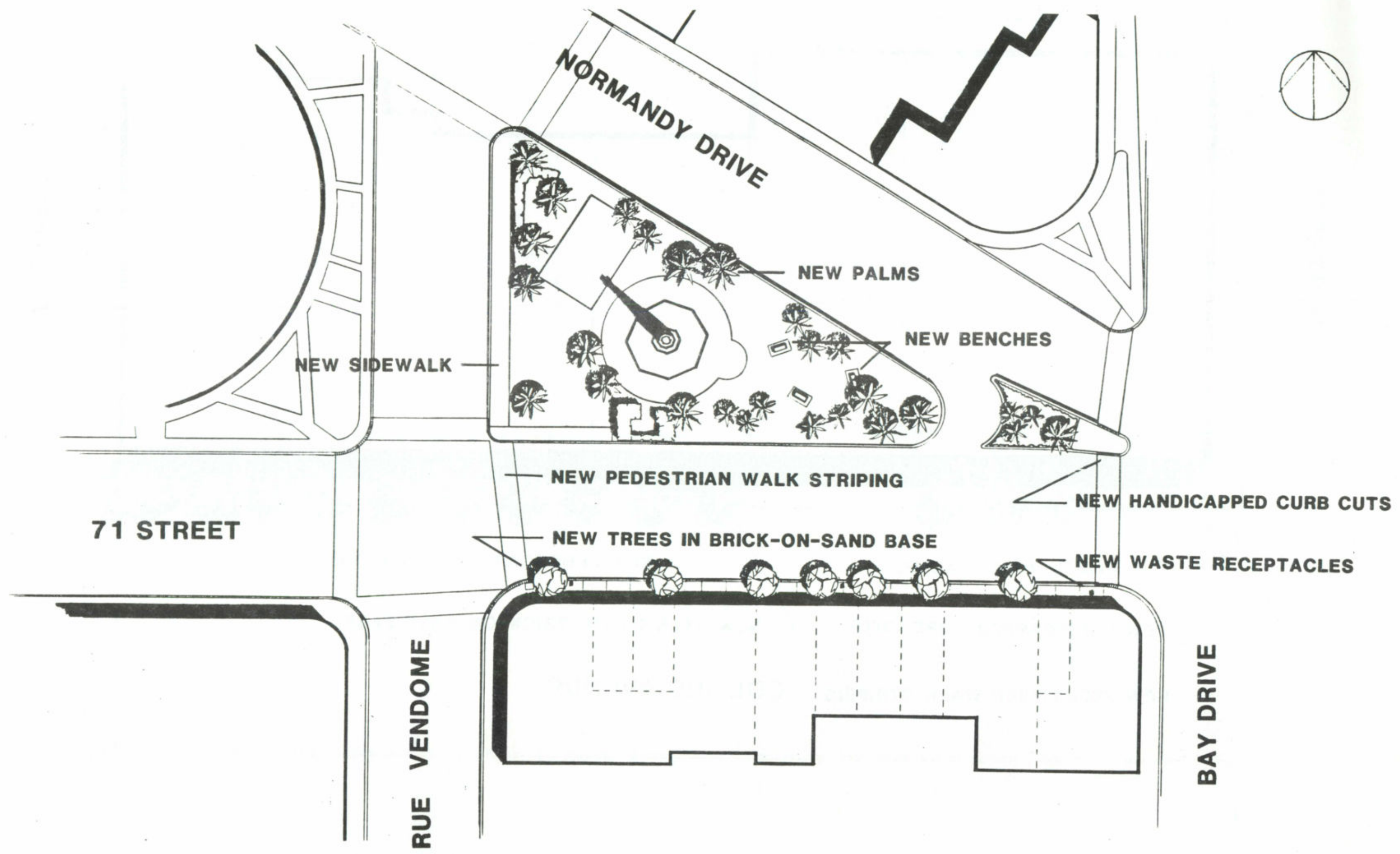
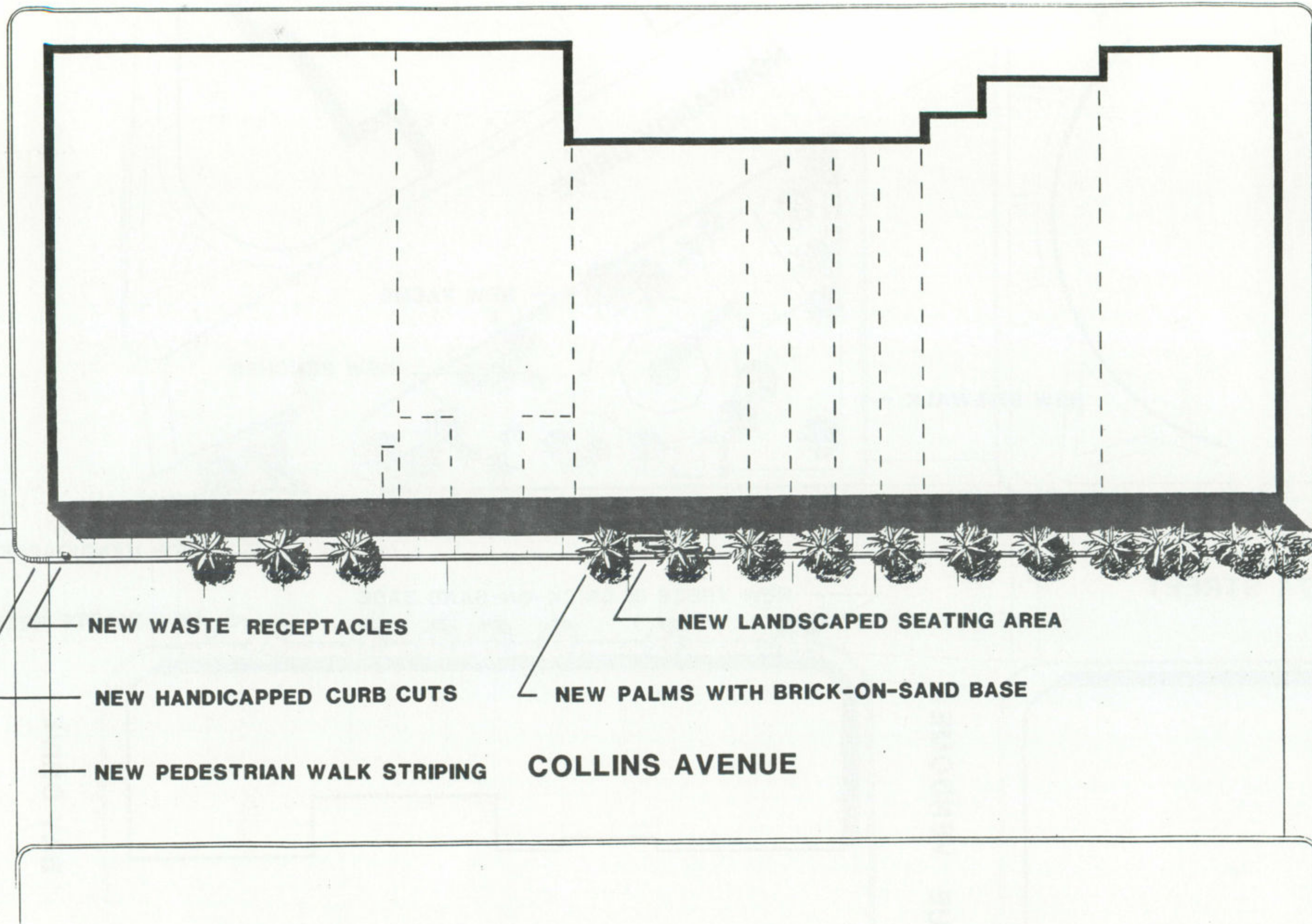


EXHIBIT 6. PUBLIC IMPROVEMENTS- 900 BLOCK 71st STREET



74 STREET

75 STREET



NEW WASTE RECEPTACLES

NEW LANDSCAPED SEATING AREA

NEW HANDICAPPED CURB CUTS

NEW PALMS WITH BRICK-ON-SAND BASE

NEW PEDESTRIAN WALK STRIPING

COLLINS AVENUE

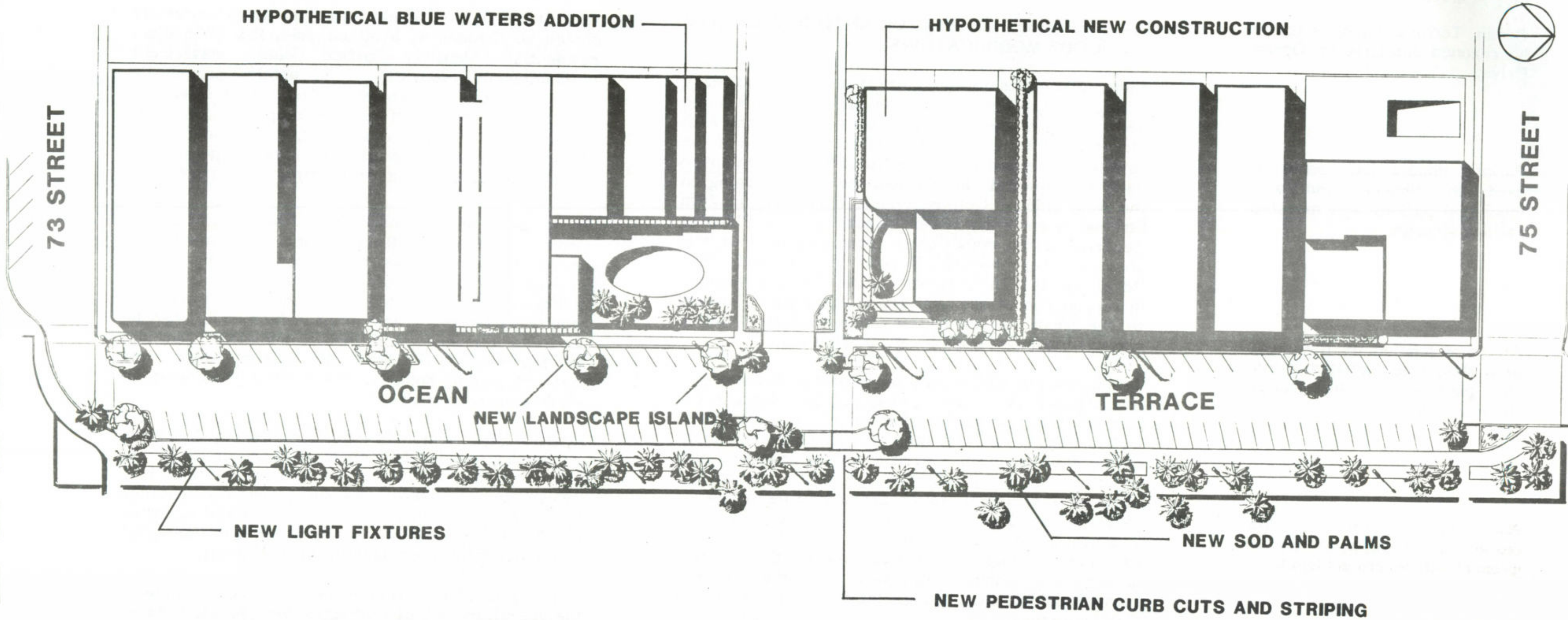


EXHIBIT 8. PUBLIC IMPROVEMENTS- OCEAN TERRACE

KEY POINTS

Ocean Terrace might suitably be rezoned similarly to Ocean Drive.

Parking impact fees could be used to finance additional municipal parking and metered parking signage.

All or a portion of the study area should be included within the purview of the Design Review Board.

Air rights refer to the ownership or right of use of property above ground level.

D. PROPOSED ZONING ORDINANCE AND CITY CODE MODIFICATIONS

Some alterations in the current zoning are already taking place, others may be desirable. The RS-3 and RS-4 zoning of the oceanfront between 76th and 79th Streets, will become MU as the State purchase of the land for the expansion of the North Shore Open Space Park is completed. In addition, the RM-14 zoning on the west side of Collins Avenue from 75th to 79th Streets, is currently under litigation. The Planning Department has consistently recommended that this area be rezoned to RM-60 or Planned Unit Development (PUD). However, the City Commission, in recognition of the aspirations of property owners to the west, has zoned the property RM-14 which permits townhomes, duplexes, or triplexes.

Other changes which may be desirable and more in keeping with the current pattern of land use and the decline in the tourist market include elimination of C-1 zoning on the west side of Collins Avenue south of the Publix Supermarket at 69th Street; as well as a reduction in the size of the C-5 district north and south of 71st Street, which appears to be somewhat oversized at just over 14½ acres. When considering this possible decrease, it may be well advised to re-examine the logic and desirability of the existing arrangement and intensities of the various commercial districts along 71st Street and south on Collins Avenue.

Other districts which might appropriately be considered for rezoning are the RM-60 on Ocean Terrace, which might be suitably rezoned similarly to permit low-rise buildings with outdoor cafes, restaurants, and ground floor offices, and the RM-100 zoning south of 71st Street which might be properly reduced in zoning. Private and public property from

63rd Street to 71st Street on Indian Creek waterway should be rezoned as a mixed used, low to medium residential density, office and waterfront entertainment district. A public promenade extending from 63rd Street to 71st Street should be incorporated as part of each development. In order to encourage this public amenity, the zoning should include incentives in terms of parking and permitting commercial uses, such as restaurants and offices.

It is also recommended that the City's Zoning Ordinance Parking Requirements be amended to permit the establishment of annual parking impact assessments for those properties which are renovated and/or newly constructed within the Phase I area and require variances. These impact fees could then be used to finance additional municipal parking, development/improvement of existing lots, and metered parking signage, and other improvements in accordance with the Plan.

Additionally, Section 21-3A of the Zoning Ordinance should be expanded to include all or a portion of the Phase I study area within the purview of the City's Design Review Board. As such, new construction, alterations, and additions will be reviewed to insure that future development is consistent with the design recommendations set forth in this document.

A desirable modification in the City Code pertains to the grandfathering of roof signs (Sec. 36-13.1) As we have noted, the proliferation of poorly maintained roof signs in North Shore seriously detracts from the area. Noted examples of these signs are Yeung's Merkin Paint, the Blue Waters, Dino's, Fu Manchu and Coppertone. The existing code permits roof signs to remain, provided that they are properly maintained, an annual permit is applied for and they are inspected yearly, and ownership is not changed. At the very

least, each property should be investigated to determine whether all these requirements have been met. It is recommended that the code be changed to require the removal of these signs unless they are public service signs or are a structural element in the overall design of the building. The number of roof top signs are potential hazards to the health, safety and welfare of the community in the event of a major hurricane, in addition to the negative appearance of these structures.

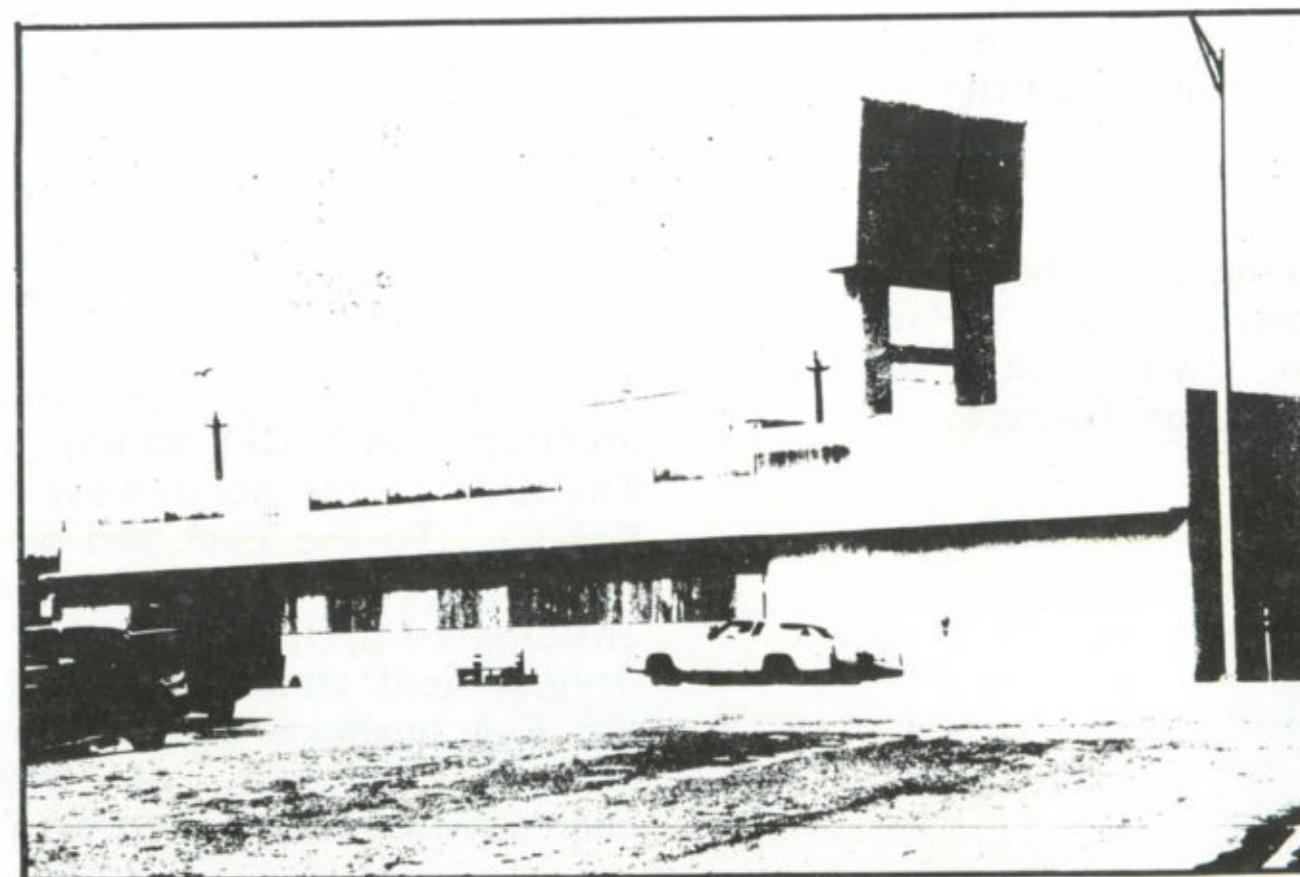
These changes should be considered in an effort to concentrate and strengthen the commercial district and to have a better organization of commercial functions within that district.

E. NORTH SHORE PARK

1. Parking Lot Air Rights Development

North Shore parking lot 9 B is a trapezoidal shaped municipally owned parcel containing 3.7 acres. In an effort to attract new generators to the North Shore commercial district, it is recommended that this lot be developed as a mixed use office/commercial air rights project.

Air rights refer to the ownership or right of use of property above ground level. The air right is a fractional interest in real property which may be sold, leased, hypothecated, exchanged or devised in the same manner as any other interest in real property. Ownership of air rights does not necessarily imply unrestricted use of the air space. The use of these areas aloft may be restricted to a specific elevation because of zoning height limitations, for example.



KEY POINTS

The development of the North Shore parking lot as a mixed use office/commercial project would create a substantial number of new jobs.

In order to complement the active recreational nature of North Shore Park, it is recommended that a sporting goods/concession area be established.

North Shore Open Space Park needs pruning of overgrowth to provide visual access to the beach.

Signage and renaming are also necessary to provide identity.

A major element of the North Shore Open Space Park development will be the extension of Ocean Terrace.

The construction of buildings in air space is feasible only in places of extreme population density and high land costs. Miami Beach is an outstanding example of both. The City, to achieve its goal, will expect revenue return for the private development of the parcel in the form of an air rights usage fee in lieu of City property taxes.

The North Shore parking lot site has been considered as a potential air rights development site in the past. In 1980 the parcel was evaluated as a potential location for moderately priced rental apartments, in response to the condominium conversion epidemic which had struck Miami Beach. The project was rejected by the City Commission because of the controversy surrounding the proposed development of subsidized housing.

The development of parking lot 9 B as a mixed use office/commercial project would result in a substantial number of new employees in the North Shore area. The location is ideally situated for a high rise office structure, with an unobstructed view of the Atlantic Ocean above the first floor level. Only the single story North Shore Community Center is located between this site and the ocean. Access to the site is excellent, since it is bounded by Collins and Harding Avenues and 72nd and 73rd Streets.

Surrounding zoning is predominantly commercial and municipal with C-5 zoning on the north east half. The area to the north west of the property is zoned RM-60. To the east and west of the property are municipal parks, zoned for municipal use (MU). It is anticipated that, if developed as an air rights project, development standards would be similar to those in the C-4 business district, an intensive commercial district designed to accommodate a highly concentrated business core. The permitted floor area

ratio is 10.0, plus 2.0 for every 10% of lot area developed and maintained as permanent open space at grade. There are no height restrictions.

The mixed use development project is intended to function primarily as an office building, with the retail component to be located at the ground level and to be limited to large scale enterprises such as an anchor department store or large supermarket. Structured municipal parking to accommodate office employees, shoppers, and park users would be provided on-site.

The development of an air rights mixed use development project within the heart of North Shore offers an excellent opportunity for a joint public/private venture resulting in a major improvement to the North Shore commercial area.

2. North Shore Park Sports Concessions

In order to complement the active recreational nature of North Shore Park, it is recommended that a sporting goods/concession area be established. This would function as a series of small retail concessions, including one with retail sales of tennis wear and equipment, basketball equipment, jogging attire and toys and play equipment for the children who frequent the park. The tennis pro could also be located in this area.

In addition, one or more food and drink concessions could be created with a juice bar and/or ice cream vendor. A sports medicine clinic could also be established in this area. These types of sports specialty retail and service activities would enhance the park, resulting in a lively shopping and recreational experience for users of all ages.

F. NORTH SHORE OPEN SPACE PARK

North Shore Open Space Park consists of 32 acres of beachfront park, stretching for eight blocks along Collins Avenue from 79th to 87th Streets. The proposed State expansion area runs from 76th to 79th Streets and contains three additional blocks developed with single family homes. In addition, the City owns eight blocks on the west side of Collins Avenue which are primarily used for parking for beachgoers.

1. Park Redevelopment

North Shore Open Space Park suffers from dense overgrowth and lack of identity. Immediate judicious pruning is necessary to provide some visual access to the beach and improve police surveillance. Signage and renaming of the park are also necessary to provide identity. The renaming of the park could be developed as a contest, a major publicity effort jointly run by the City and the North Shore Business Association.

The redesign of North Shore Open Space Park will also include repair and replacement of some of the boardwalks and relocation of uses from North Shore Park to provide a more active recreational area. These could include the shuffleboard courts, playgrounds, volleyball, basketball, and bicycle paths, among others.

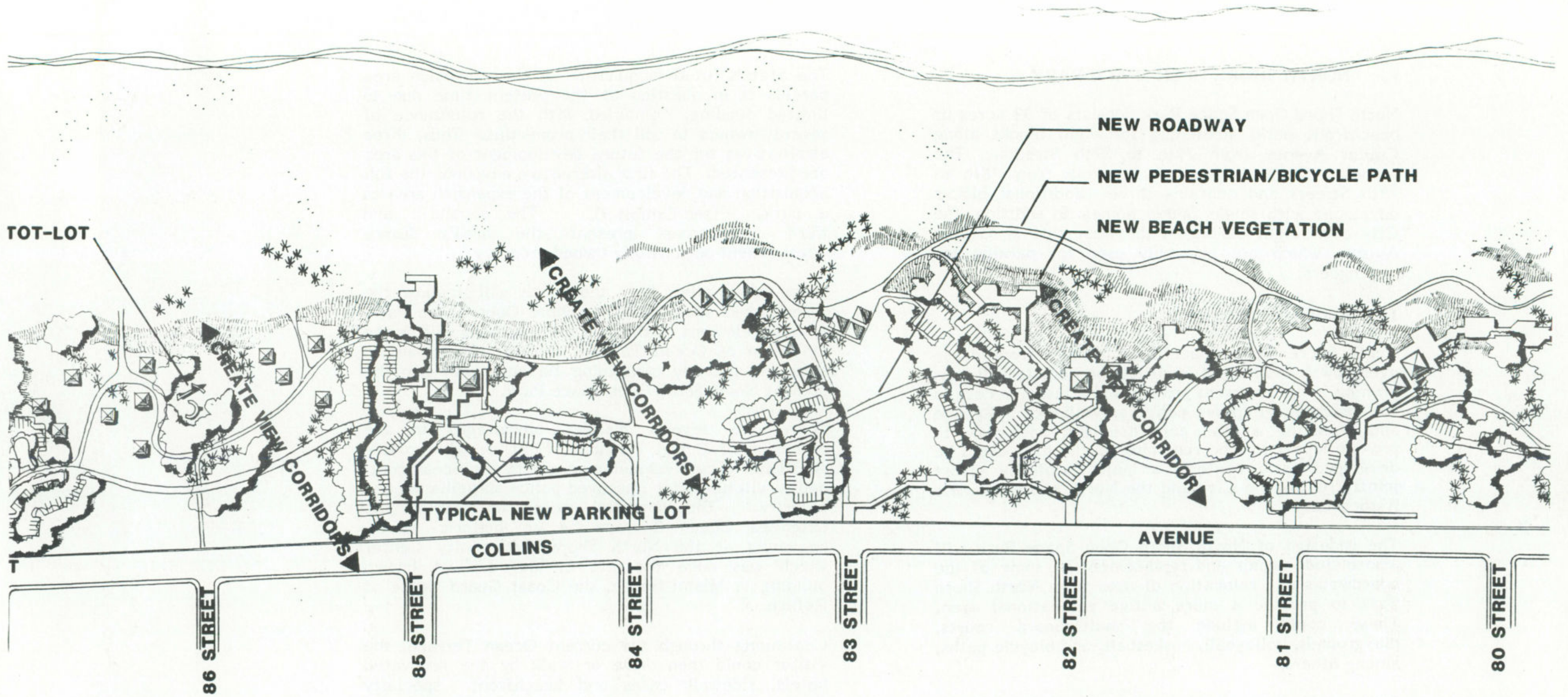
Other major improvements include a series of small, well landscaped parking areas within the park. These have been integrated in the hammock areas and will not create a negative impact while providing much needed parking. Selective removal of vegetation, particularly invasive species such as Brazilian Pepper and Australian Pine, will open visual access from Collins Avenue to the beach.

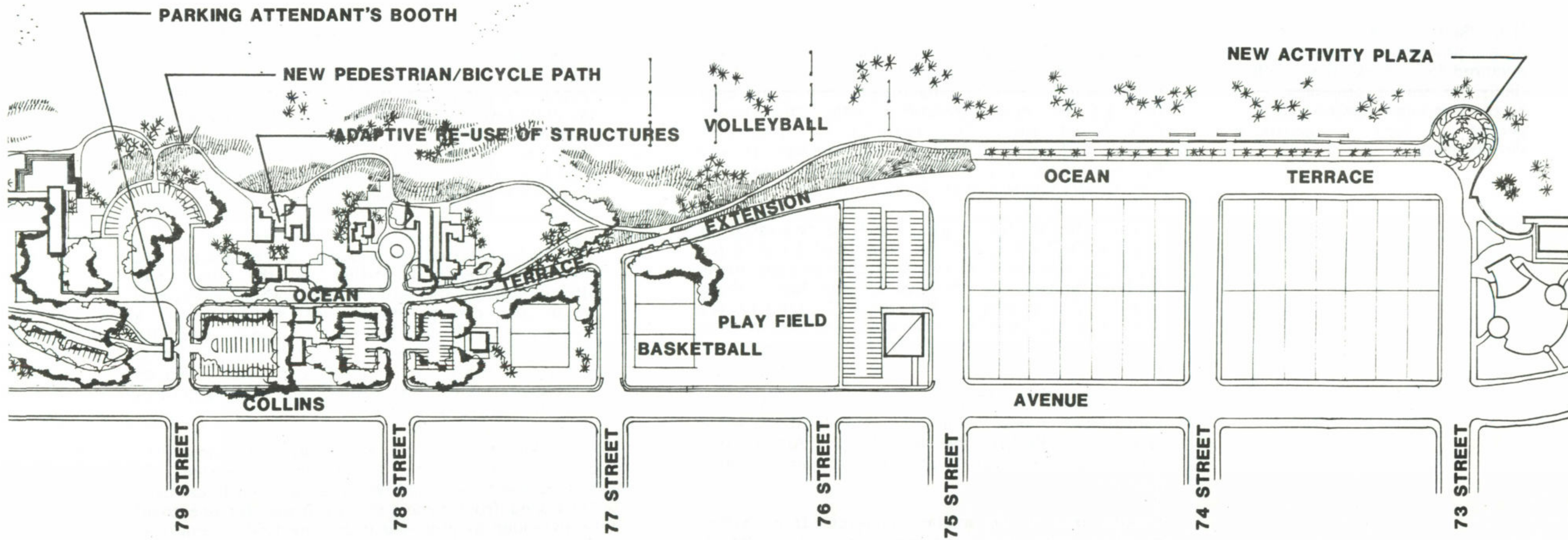
The State's future acquisition of the expansion area parcels is in question at the present time due to limited funding, combined with the reluctance of several owners to sell their properties. Thus, three alternatives for the future development of this area are presented. The first alternative envisions the full acquisition and development of the expansion area as a park, (see Exhibit 9). The second and third alternatives present the area's future development as privately owned property.

Under alternative #1, the State will acquire the three blocks south of North Shore Open Space Park. A major element of the park development will be the extension of Ocean Terrace through the expansion area and possibly continuing further north into the present North Shore Open Space Park.

There are several distinct advantages to the extension of Ocean Terrace. First, it will provide additional direct vehicular access to the oceanfront, and it will allow for improved police surveillance and security. The potential exists to develop the extended Ocean Terrace as an historic street, beginning at the North Shore Community Center which was once the site of the earliest known building in Miami Beach, the Coast Guard House of Refuge.

Continuing through the current Ocean Terrace, the visitor could then drive or walk by the renovated hotels, sidewalk cafes and beachfront specialty shops. The next stop is the North Shore Library, which was constructed with an oceanfront orientation. Outdoor library activities such as concerts, poetry readings, children's storytelling hours and others could take place on the library's east lawn.





KEY POINTS

The Ocean Terrace extension would entail the acquisition of a 50 foot vacant lot.

If the Save Our Coast expansion area properties cannot be acquired for a park, there will likely be future pressures to rezone this single family area to permit high density development.

The extension past the library would entail the future acquisition of a 50 X 277 foot parcel of private property, now owned by the Broadmoor Hotel. This parcel is vacant and often used for illegally parking cars. It is assessed at \$212,000.

The extension of Ocean Terrace through the proposed expansion area would provide access to several of the houses which could be rehabilitated and added onto for use by concessionaires within the newly redeveloped park. For example, a waterfront restaurant/lounge similar to the Sandbar in Key Biscayne or the historic Bryant Homes Restaurant in Fort Lauderdale should be developed.

One of the smaller homes could be renovated to provide "A Party Place", an oceanfront location for weddings, private receptions and other private events to be managed and operated by the North Shore Business Association or the non-profit corporation. The corporation could handle rentals of the site and encourage catering, photography, cleanup and other services to be provided by North Shore businesses.

Another home could function as an artists and crafts center with shops, similar to The Rain Barrel in Islamorada. Perhaps the South Florida Arts Center could expand some of its activities to operate in this location.

Finally, one of the smaller, non-oceanfront homes could be provided as a residence for a Miami Beach police officer in return for providing regular off-duty patrol and security for the expansion area. This is frequently done on the many private estates in Miami Beach as well as at the South Beach Elementary School.

If the expansion area properties cannot be acquired for a park, there will likely be future pressures to rezone this single family area to permit high density development on the oceanfront. Since high rise development in this location is an unacceptable future land use, two private development alternatives are presented.

Under alternative #2, the low density configuration would be retained as it presently exists, perhaps to be rezoned to allow townhouse development (RM-14) to occur in this area. This alternative would result in encouraging the development of a housing type which is in limited supply in Miami Beach.

The third alternative includes a combination of several concepts identified in the first two alternatives. In this case, the area would be rezoned to a low density mixed use district, with a combination of townhouses and small specialty commercial/retail businesses permitted. These specialty shops and activities could include restaurants, cafes, crafts shops, and other activities outlined in alternative #1.

In order to provide additional land area for development, Atlantic Way could be vacated. In return, the City would obtain an eastward easement from oceanfront owners so that Ocean Terrace could be extended as proposed under the first alternative. Side streets (76th Street through 79th Street) would be retained to provide vehicular access to interior properties.

2. City Owned Lots - West Side Collins Avenue, 79th Street To 87th Terrace

The City presently owns 8½ blocks on the west side of Collins Avenue between 79th Street and 87th Terrace. These parcels are generally used for weekend parking for beachgoers.

The majority of the blocks, as shown in Exhibit 10, are vacant, grassy lots which are minimally landscaped with large shade trees. These lots are leased to a concessionaire who collects \$2.00 per car parking fees on weekends. Parking is prohibited on weekdays. In addition, two paved, metered parking lots are located in this area. Lot 26A, between 80th and 81st Streets, contains 78 spaces and Lot 26 B, between 84th and 85th Streets, contains 69 spaces.

Two properties within the area contain structures. The Log Cabin Plant Nursery, a City sponsored non-profit vocational training program for mentally retarded adults, is located at 8128 Collins Avenue. This facility includes one permanent building (the log cabin), trailers for offices and classrooms, and a large shade house for plants.

The second developed property contains the Florida Department of Motor Vehicles, Drivers License Station, which is leased by the City to the State.

These City owned blocks were initially purchased for the eventual relocation of Collins Avenue to the west. This plan is no longer under consideration by the State of Florida and thus, new uses should be found for these presently underutilized municipal properties.

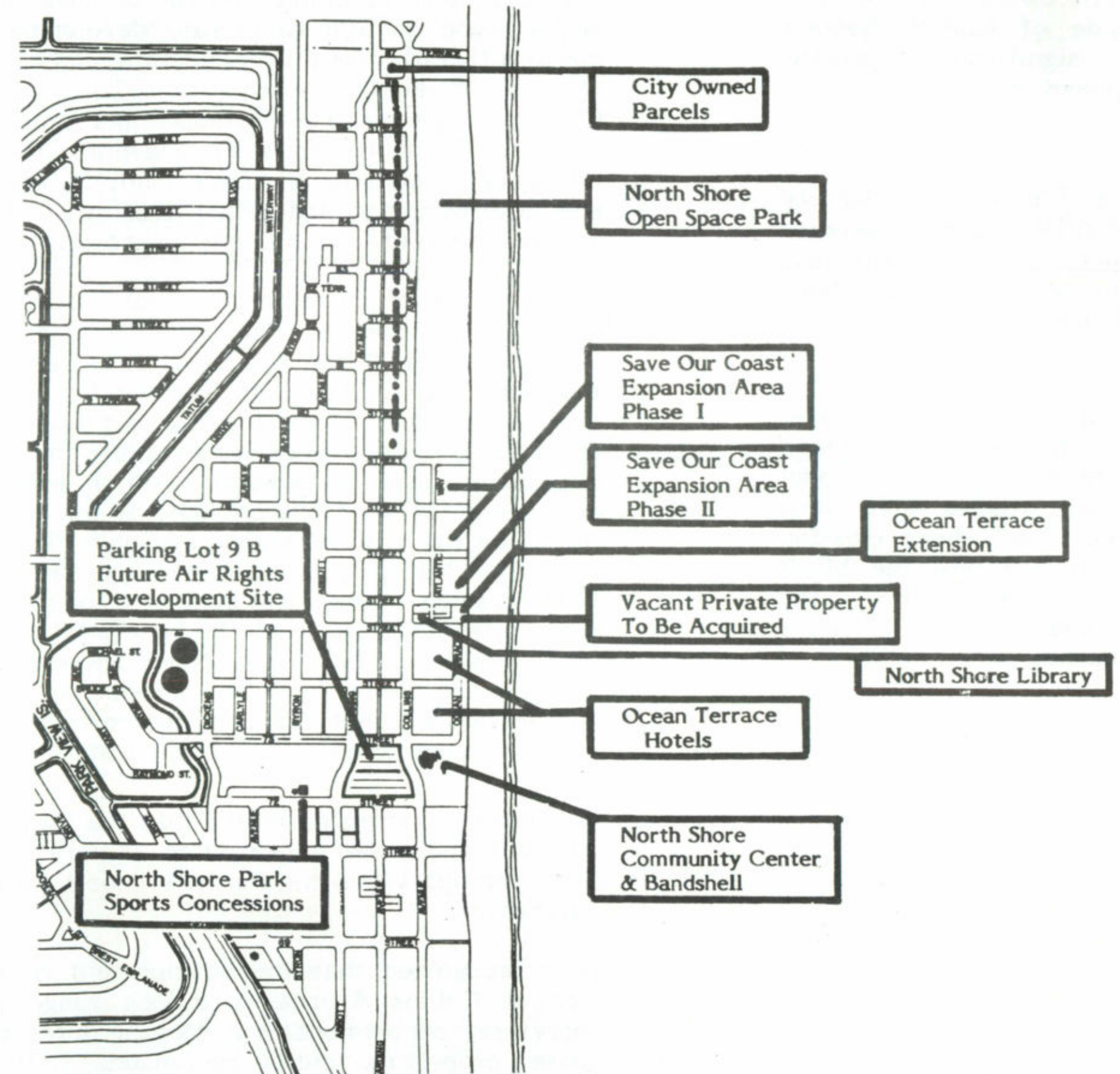


EXHIBIT 10. ACTIVITY AREAS

KEY POINTS

The City owned lots on the west side of Collins Avenue offer significant private development potential.

The Log Cabin Plant Nursery will be relocated by a private developer to a permanent location within North Shore Open Space Park.

To illustrate the recommended facade, display, and signage improvements, three model block case studies have been prepared. Each shows existing conditions and how the block would look if the recommendations were implemented.

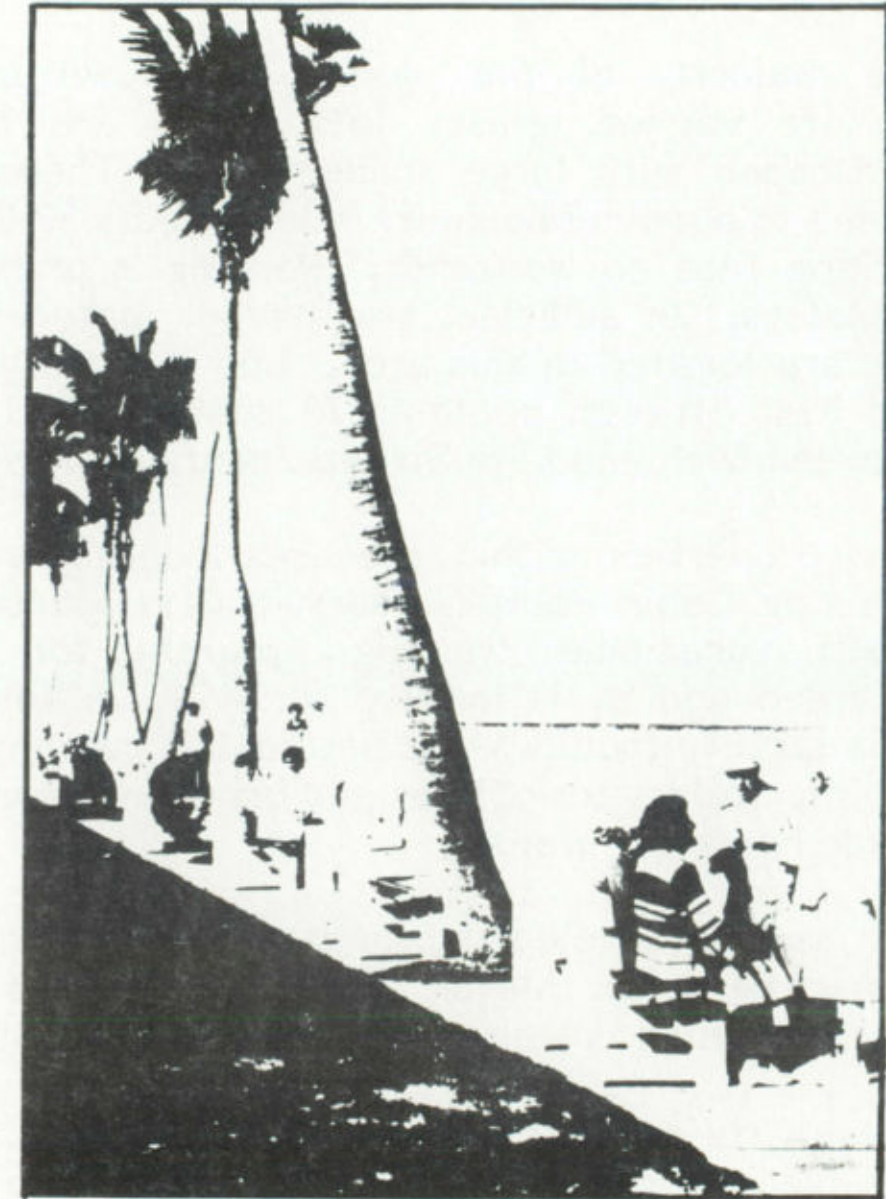
The long range recommended use of these properties is for lease or sale to private developers for the construction of mixed use residential and commercial mid-rise development projects. This segment of Collins Avenue could be developed in a similar manner to South Bayshore Drive in Coconut Grove where mixed developments of offices, hotels, apartments, and entertainment and retail uses are all located across the street from publicly owned park property.

Lease or sale of these parcels would necessitate the relocation of the Log Cabin Plant Nursery and the Department of Motor Vehicles. It is recommended that the Log Cabin Plant Nursery be moved to a permanent structure and location within North Shore Open Space Park. The existing trailers and temporary structures would be replaced with a well designed permanent facility to be provided by the developer in return for use of the current Log Cabin Plant Nursery property. Not only would the relocation of the Log Cabin provide a permanent structure for the program, but its new location would be beneficial to the non-profit retail nursery. Within North Shore Open Space Park the Log Cabin would be accessible to beachgoers and visitors who will frequent the restaurants, shops and other concessions within the expansion area.

Similarly, it is recommended that the Department of Motor Vehicles be relocated to a more appropriate site, perhaps within the Purdy Avenue light industrial district.

It is recognized that the development of the west side of Collins Avenue is a long range proposal, therefore, accommodations for the interim use of these properties must be made. It is not recommended that the vacant lots be paved and metered....rather they are more aesthetically pleasing in their natural state. We do however

recommend that the development requirements for temporary municipal parking lots be modified to permit the public parking on unpaved lots.



G. FACADE GUIDELINES AND CASE STUDIES

In order to upgrade the visual appearance as an additional means to improve the economic viability of the North Shore commercial areas, facade, display and signage improvements are recommended.

To illustrate the types of improvements recommended, three (3) facade studies have been prepared (see Exhibits 11, 12 and 13). Each study represents a block(s) in a different section of the Phase I study area. Each study shows the existing conditions and how the block would look if the recommendations were implemented.

1. Exhibit 11 - 71st Street - 900 Block

As in many commercial areas, signage on 71st Street is excessive, overly large, and confusing. Therefore, a major element in this facade study is new signage. Also proposed is the reconfiguration of store fronts and store windows. This will create a more harmonious streetscape and substantially improve the appearance of the buildings. Another major benefit is to bring back windows to the numerous restaurants on this street, making it more interesting to those both inside or outside the restaurant.

2. Exhibit 12 - Collins Avenue - 7400 Block

Again, most recommendations involve signage improvements. The proposed signage is designed for the specific use.

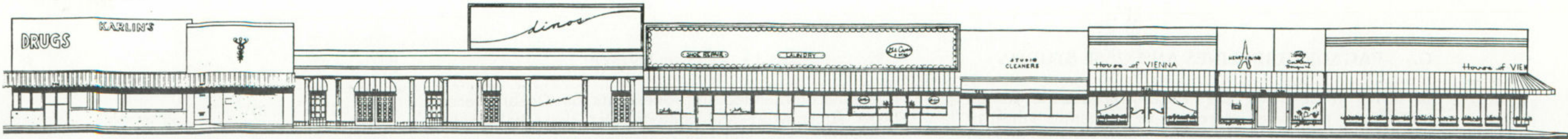
3. Exhibit 13 - Ocean Terrace

The recommended improvements on Ocean Terrace are substantial and include historic rehabilitation, reconstruction and new construction.

There are three architecturally significant buildings on Ocean Terrace, the Broadmoor, the Ocean Surf and the Olsen. Note: These buildings should be rehabilitated in accordance with the Secretary of Interior Standards for rehabilitation of historic buildings.

The majority of other buildings show remodeling to be more responsive to the street and ocean views. Three examples of new construction are shown; one, an addition to the Blue Waters; second, an atrium connecting two existing buildings; and third, a new mixed use complex on the site of the Ocean Terrace and Ocean Front Apartments. The two critical features of these new buildings are that the taller segments (above three floors) are substantially set back from the street so the human scale on Ocean Terrace is preserved and that the buildings have an open, inviting orientation to the street and the beach beyond.

PROPOSED



Karlin's (900 & 904)

1. Remove extraneous signage.
2. Upgrade windows and install attractive displays.
3. Repaint facade.
4. Install box canopy.
5. Print address on canopy.
6. Add medical insignia and brass name plate.

Dino's (906)

1. Remove rooftop sign.
2. Remove or conceal electrical and air conditioning equipment.
3. Simplify 2nd floor facade, remove existing sign and dormers, install neon "Dino's" sign.
4. Install lighted awnings over windows and door.
5. Cover niches with window glass and backlight.
6. Paint facade in pastel shade.

Shoe Repair (916) Laundry (918) Gil Capa's (920)

1. Expose or replace original storefronts and facade.
2. Paint building in one pastel shade.
3. Remove existing signage and coordinate size, style, scale and color of replacement signage.
4. Install single awning with all addresses.
5. Upgrade windows and install attractive displays of goods and services.

Studio Cleaners (924)

1. Replace existing door awning with continuous awning with building address.
2. Replace existing sign with backlit raised letter sign in bright color, scaled to adjacent signage.
3. Paint building pastel shade.

Henry & Ruth's (932) Vacant Infill (934)

1. Install continuous awning with addresses.
2. Use of descriptive image in signage for identification.
3. Simplify eye level signage.
4. Paint building.
5. Upgrade existing planters.

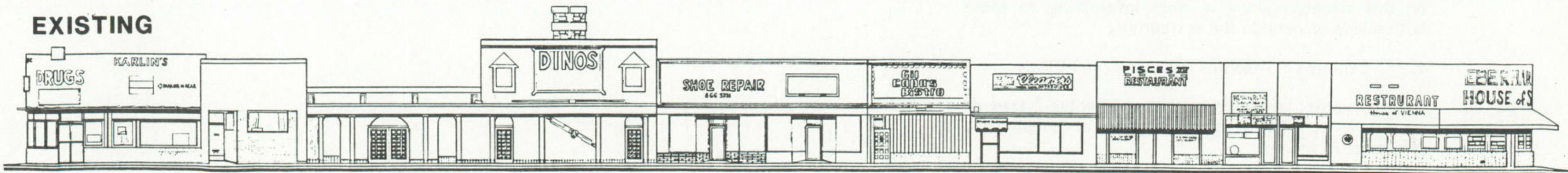
House of Vienna (928)

1. Remove existing brick veneer and wood posts.
2. Install awning with building address.
3. Install new neon sign.
4. Install planter boxes.
5. Install attractive window displays.
6. Paint building.
7. Add decorative door handles.

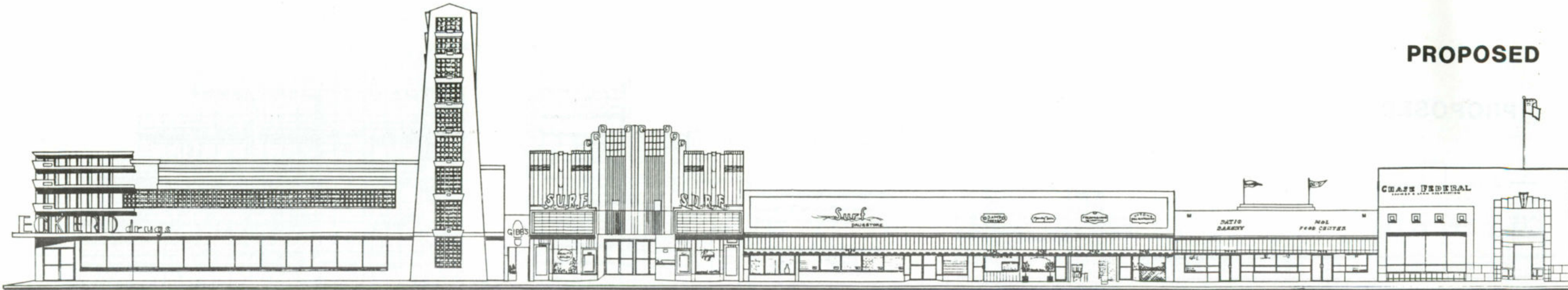
Eberhardt's (940)

1. Repeat facade treatment of 928 (same operation).
2. Simplify identification signage.
3. Remove brick/wood veneer.
4. Install windows and planters.

EXISTING



PROPOSED



Gibb's (7416)

1. Remove extraneous window signage.
2. Replace existing main sign with simpler style using descriptive image for identification.
3. Upgrade window and install attractive display.

Surf Theater Building (718, 720 & 724)

1. Continue surface ornamentation on center marquee panel. Create illusion of relief work with paint.
2. Expand theater central a.c. to flanking stores. Remove individual units above doors.
3. Upgrade windows and install attractive displays.
4. Install new coordinated hanging signs in storefronts.
5. Install brass addresses and hardware.
6. Repair marble veneer.

Surf Drugs (7430)
Surf Meat & Poultry (7432)
Beauty Fair (7434)
Freddy's & Barry's (7436)
Uptown Deli (7438)

1. Remove extraneous signage.
2. Install one continuous awning with addresses across entire building.
3. Redesign one consistent facade above awning.
4. Repaint single color.
5. Coordinate the size, style, scale and color of all new main signs.
6. Upgrade windows with simple signage and attractive display of goods and services.

Patio Bakery (7444)
M & L Food (7446)

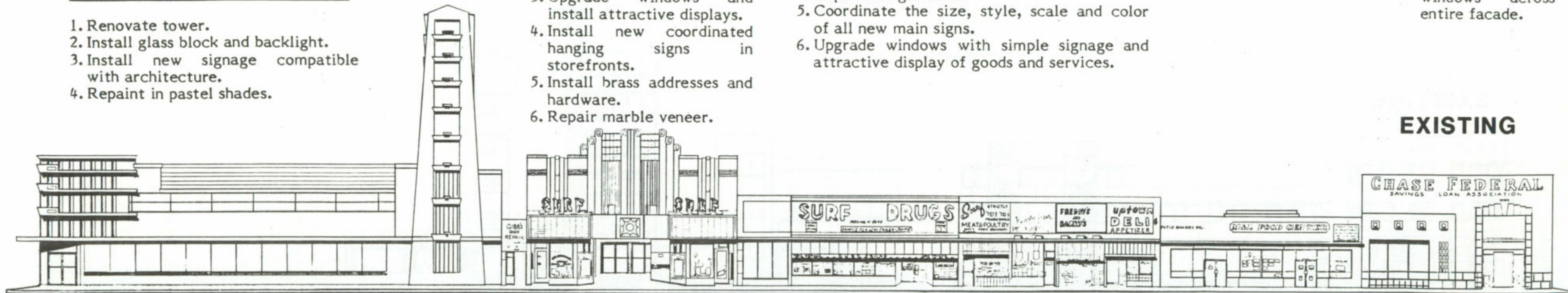
1. Remove extraneous signage.
2. Add flags to accent roof lines.

Chase Federal (7474)

1. Reduce size of main sign.
2. Complete installation of plate glass windows across entire facade.

Vacant Pantry Pride (Eckerd's - 7400)

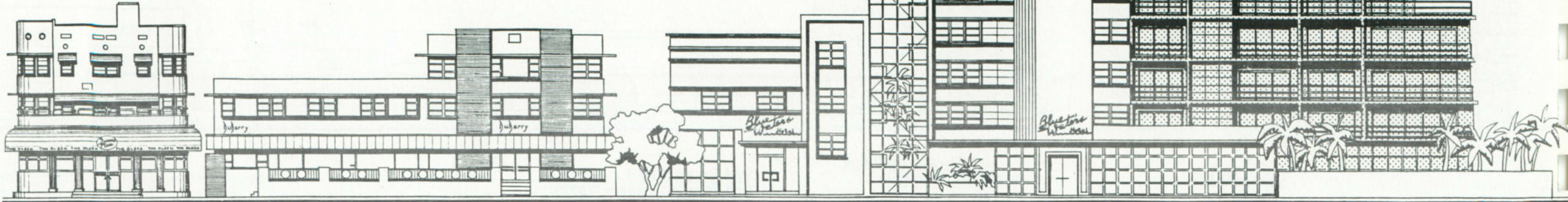
1. Renovate tower.
2. Install glass block and backlight.
3. Install new signage compatible with architecture.
4. Repaint in pastel shades.



EXISTING

EXHIBIT 12. FACADE IMPROVEMENTS- 7400 BLOCK COLLINS AVENUE

PROPOSED



Olsen (7300)

1. Install continuous fabric awning on ground floor.
2. Install similar awnings on 2nd and 3rd floor east windows.
3. Primary hotel signage shall be on south side.

4. Relocate east signage to awning.
5. Print restaurant name on awning.
6. Install restaurant doors which are consistent with architecture.

Du Barry (7320)

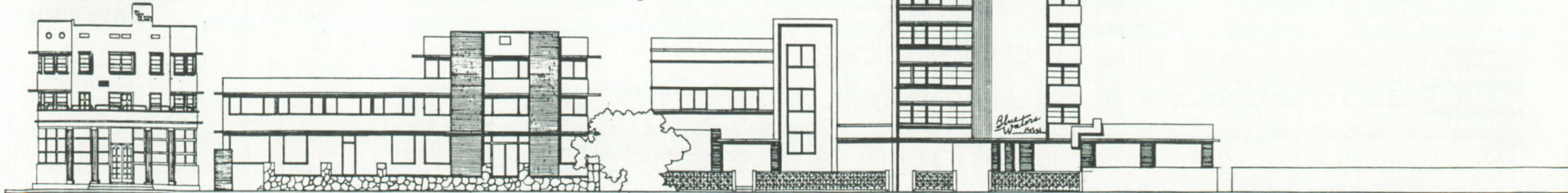
1. Install windows.
2. Remove stone veneer.
3. Install metal railing on front terrace.
4. Install continuous fabric box canopy on ground floor terrace.

Blue Waters (7330-36) & Hypothetical Addition (7340-48)

1. Construct glass atrium between existing buildings, construct balconies in atrium.
2. Construct conservatory expansion in place of narrow terrace opening lobby to ocean view.

3. Hypothetical addition to include following elements:
 - a. consistent window heights
 - b. setback, west of existing pool
 - c. staggered heights to reduce impact of addition

EXISTING



PROPOSED



Hypothetical New Construction (7400- 7410)

1. Mixed use with ground floor commercial, 2nd-5th floor residential and 6th-8th office.
2. Landscape front and side yard setbacks.
3. Ground floor parking.
4. Pool area on Ocean Terrace.
5. Building to be substantially stepped back to maintain existing street space.

Ocean Horizon (7420)

1. Enlarge windows.
2. Remove brick veneer.
3. Install metal railing.
4. Install new signage and light fixtures.

Ocean Way (7430)

1. Install new metal railing.
2. Install continuous fabric box canopy.
3. Install new signage.

Ocean Surf (7436)

1. Remove brick and tile veneers from ground floor.
2. Remove precast concrete panels from ground

floor. Replace with windows.

3. Install new door compatible with architecture.
4. Install neon signage.
5. Replace concrete inserts on balconies.
6. Install fabric on 2nd and 3rd floor balconies.

Broadmoor (7450)

1. Install continuous fabric box canopy.
2. Replace glass block inserts on balcony.
3. Replace signage.
4. Print restaurant name on canopy.

EXISTING



KEY POINTS

General facade guidelines include:

Removing veneers and refinishing stucco; restoring original storefront layouts; protecting architectural detail; and encouraging fabric awnings.

The only signage which is necessary provides the business name and address.

4. General Facade Guidelines

a. Building Surfaces

- Do not cover original stucco with tile, brick, wood or other veneers. Such veneers are rarely consistent with the design of the structure or the area and make the building appear dated.

- If possible, remove such veneers and refinish the stucco walls.

b. Storefronts

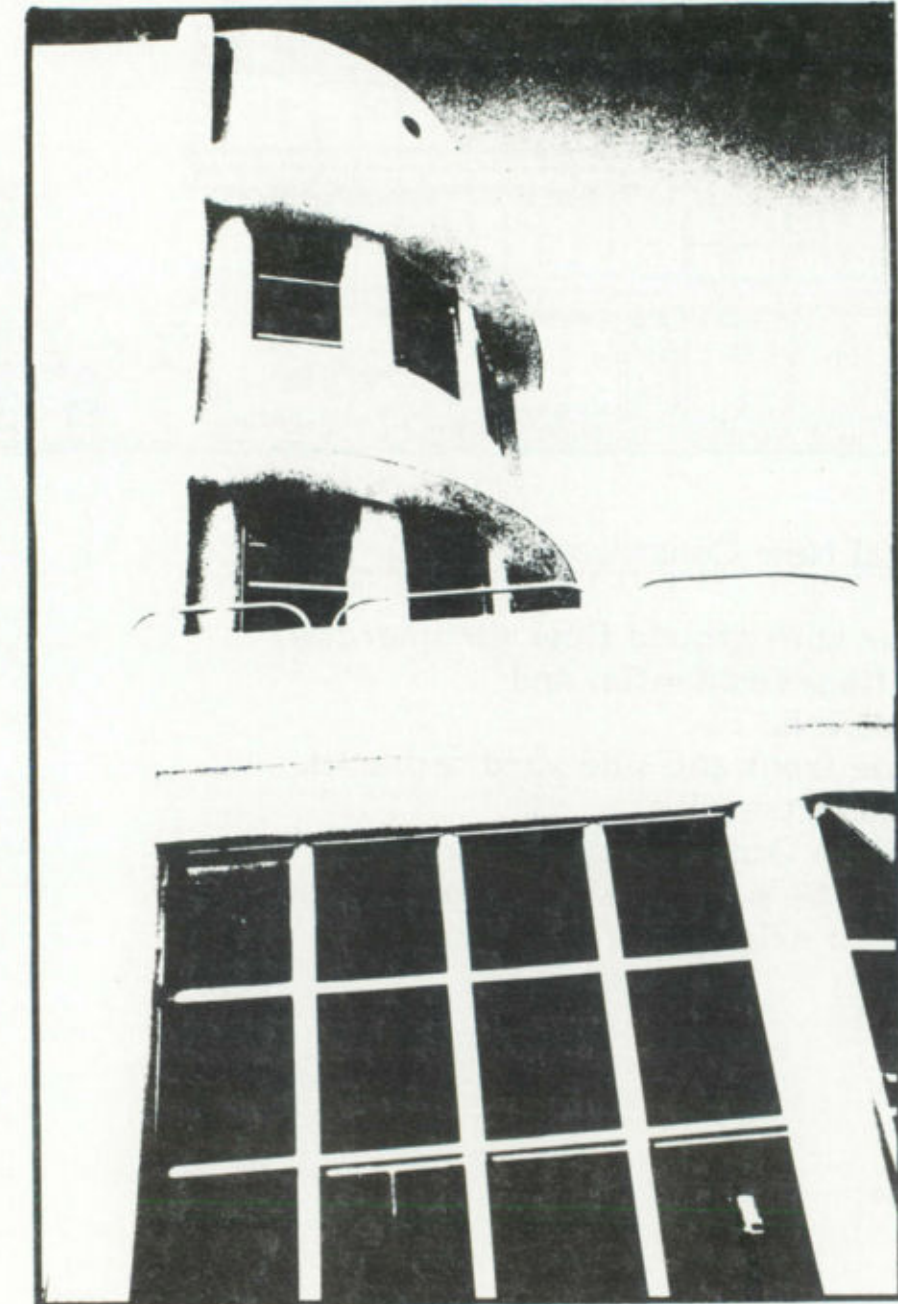
- Do not alter original storefront layout. These were designed in concert with the total building and created a rhythm and flow from storefront to storefront.

- If possible, restore the original storefront.

- Do not enclose windows. Open windows which had been blocked up. Windows are a critical interest element from both the street and inside the store or restaurant.

c. Architectural Details

- While not prevalent, there are a number of significant buildings and store fronts in the Art Deco/Moderne style. An important element in this style is architectural ornamentation/detail. These include original railings, relief work, banding, medallions, eyebrows, glass block and original doors and windows. These items shall be protected.



d. Railings

- Original railings shall be retained.
- New railings constructed of concrete blocks and concrete and veneer walls should be removed.
- Replacement railings should be light and open and consistent with the building design.

e. Awnings

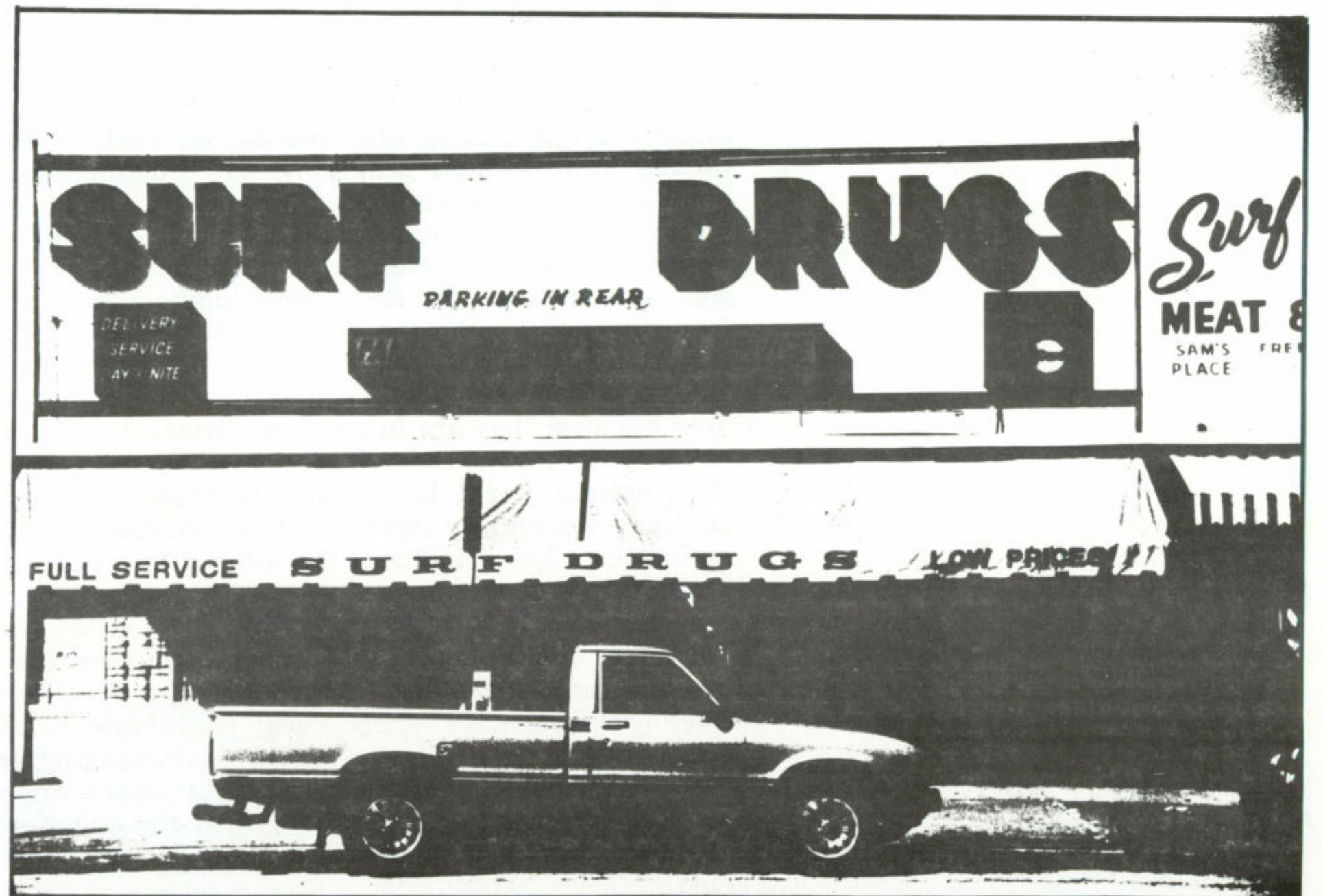
- Fabric awnings on storefronts and hotel terraces are strongly encouraged. Such awnings shield the buildings from direct sun and provide shade and rain protection for pedestrians. Fabric awnings reinforce the tropical image of Miami Beach and are much preferred over metal awnings.

f. Signage

- The only signage which is necessary provides the business name and address. In most cases, the product being offered is obvious from window displays or the business name. Additional signage which advertises various products and services is unnecessary, usually confusing, unattractive, and in most cases, illegal under the Miami Beach Zoning Ordinance. All unnecessary signage should be removed.
- Most existing signage is too large and disorganized. This results in an unprofessional and undignified image.
- Temporary window signs should be temporary.
- Panel signs and advertising signs are discouraged.

- Channel letters, neon and painted signs within allowable size regulations are encouraged.

- Signs should be designed to reflect the architectural style of the building, the product being offered and the desired image of the business.



CHAPTER IV

IMPLEMENTATION

A. COST ESTIMATES

This section contains the implementation cost estimates for activities anticipated to begin within the next few years, as identified in the following section. These proposed activities reflect the concern over limited availability of public funding for major projects during the upcoming years. Thus, realistic expectations and fiscal responsibility have resulted in a proposed public implementation cost of less than \$4,000,000. for the entire Phase I area. The highest single public implementation cost is in the facade improvement program. Once again we must emphasize the objective of this plan, which is to strengthen the commercial district. Streetscape improvements are relatively minor in nature, with sidewalk repair, limited landscaping, and street furniture comprising the majority of these activities. Major utility improvements and new streets and sidewalks have not been proposed for the commercial area because they are in good condition.

Cost estimates for long range proposed activities to be funded privately have not been included in these estimates. These include: the air rights construction projects and concessions.

Tables E and F contain the cost estimates for the model blocks of Collins Avenue, 71st Street, and Ocean Terrace. These are prototypical block improvement plans, with average costs ranging from \$26. to \$32. per linear foot. The linear foot estimates have been multiplied by the length of the commercial blocks to arrive at a total streetscape improvement cost.

TABLE E
PUBLIC IMPROVEMENTS -
PROTOTYPICAL BLOCKS

AREA	STREETS & SIDEWALKS	LIGHTING	LANDSCAPING & IRRIGATION	STREET FURNITURE	TOTAL *
West side 7400-7500 Collins Ave. 1 Block	\$3,850	\$0	\$3,600	\$1,750	\$9,200
West side 900-940 71st St. 1 Block	\$3,910	\$0	\$2,700	\$1,325	\$7,935
West side 7300-7500 Ocean Terrace 2 blocks	\$24,700	\$22,800	\$19,110	\$22,390	\$89,000
TOTAL	\$32,460	\$22,800	\$25,410	\$25,465	\$106,135

TABLE F
PUBLIC IMPROVEMENTS
FOUNTAIN AREA

AREA	STREETS & SIDEWALKS	LIGHTING	LANDSCAPING & IRRIGATION	STREET FURNITURE	TOTAL *
Normandy Isle Fountain Park Entire "block"	\$7,735	\$0	\$4,500	\$3,930	\$16,165

* Total includes 15% contingency, 8% professional fees, contractor's overhead, profit, and bond.
Total does not include infrastructure improvements. Estimated costs reflect typical 1986 construction costs and do not include additional labor costs which may result from use of federal funds requiring Davis-Bacon wage scales.

Streets and sidewalks: sidewalks, curb and gutter, paint for crosswalks
Lighting: pedestrian, street
Landscape and irrigation: plant materials, soil irrigation, mulch, brick on sand
Street furniture: benches, trash receptacles

Tables G and H present the cost estimates for the North Shore Open Space Park redesign and expansion area improvements, as shown in Exhibit 9 on pages 36 and 37.

Finally, Table I presents a summary of public and private short to mid-range implementation costs and identifies funding sources.

TABLE G
PUBLIC IMPROVEMENTS
NORTH SHORE OPEN SPACE PARK COSTS

PRUNING & CLEARING	\$60,550
NEW LANDSCAPING INCLUDING TRANSPLANTED PALMS, BEACH GRASSES, SOD, AND MEDIUM TREES FOR PARKING LOT SHADE.	\$256,750
NEW ROADWAYS, WALKWAYS, AND PARKING LOTS.	\$918,380
SITE IMPROVEMENTS INCLUDE NEW LIGHTING, BENCHES, TRASH RECEPTACLES, SIGNAGE, AND IRRIGATION.	\$99,600
TOTAL*	\$1,335,280

TABLE H
PUBLIC IMPROVEMENTS
NORTH SHORE OPEN SPACE PARK - EXPANSION AREA COSTS

SELECTIVE DEMOLITION AND CLEARING OF AREA EAST OF COLLINS AVENUE BETWEEN 76TH AND 79TH STREETS.	\$80,149
EXTENSION OF OCEAN TERRACE ROADWAY AND ADDITIONAL WALKWAYS, ROADWAYS, AND NEW PARKING LOTS IN NSOSP.	\$74,254
REFURBISHED LANDSCAPE PLANTINGS	\$378,708
SITE IMPROVEMENTS INCLUDING LIGHTING, TENNIS COURTS, TRASH RECEPTACLES, SIGNAGE, AND IRRIGATION.	\$79,560
TOTAL*	\$612,671

*Totals (Tables G and H) include: 15% contingency, 8% professional fees, contractor's overhead, profit, and bond. Total does not include infrastructure improvements, nor does it include rehabilitation costs to structures not demolished in the North Shore Open Space Park expansion area. Estimated costs reflect typical 1986 construction costs and do not include additional labor costs which may result from use of federal funds requiring Davis - Bacon wage scales.

TABLE I
IMPLEMENTATION COST SUMMARY

ACTIVITY	ESTIMATED PUBLIC COST	ESTIMATED PRIVATE COST	TOTAL COST	FUNDING SOURCE
Facade Improvements	\$1,000,000	\$2,000,000	\$3,000,000	Owners, loan subsidies
North Shore Open Space Park Improvements	\$1,350,000	\$0	\$1,350,000	Year 2000 bonds, Fed./State grants
Expansion Area Public Improvements	\$620,000	\$0	\$620,000	Year 2000 bonds, Fed./State grants
Commercial Block Improvements	\$300,000	\$300,000	\$600,000	Year 2000 bonds, Special assessments
Ocean Terrace Improvements	\$55,000	\$55,000	\$110,000	Year 2000 bonds, Special assessments
Additional Property Acquisition (Ocean Terrace Extension)	\$250,000	\$0	\$250,000	Save Our Coast Program
Business Assistance	\$60,000 *	\$0		Community Development Block Grant
Indian Creek Parking Lot	\$30,000	\$0	\$30,000	Metered Parking
Metered Parking Signage	\$10,000	\$0	\$10,000	Metered Parking
Miscellaneous North Shore Signage, Logos, Banners, etc.	\$0	\$200,000	\$200,000	Special assessments
TOTAL	\$3,615,000	\$2,555,000	\$6,170,000	

*Annual amount - not included in totals.

B. TIME SCHEDULE

<u>STEP</u>	<u>ACTION/TASK</u>	<u>IMPLEMENTING AGENCY</u>	<u>TARGET DATE</u>
1.	Community Response Review and Comment By: a. North Shore Task Force b. 71st Street/Normandy Business Association c. Chamber of Commerce d. Design Review Board e. Community Development Advisory Committee	Planning Department	April-May 1986
2.	Application for Miami Beach Community Development Block Grant Funding in Year 12 (1986-87) For Business Assistance Program and Phase II North Shore/Normandy Isle Comprehensive Plan	Planning Department	March-Sept., 1986
3.	Plan Review and Consideration by Planning Board	Planning Department	May, 1986
4.	Plan Review and Adoption By City Commission	Planning Department	June, 1986
5.	Negotiate Acquisition of Phase I "Save Our Coast" Properties (Expansion Area 77th to 79th Streets)	Property & Lease Management	March-Dec. 1986
6.	Establish North Shore Commercial Crimewatch Program	Police	Summer, 1986
7.	Expand North Shore Business Association	Planning Department Economic & Community Development	October, 1986
8.	Recruit New Businesses to North Shore Vacant Properties	Planning Department	October, 1986 - ongoing
9.	Establish North Shore Parking Impact Assessment	Economic & Community Development Planning Department	Fall, 1986
10.	Develop Regulations Governing Facade Improvements Program	Planning Economic & Community Development	July-Nov., 1986
11.	Create Community Development Non-Profit Corporation	Planning Economic & Community Development	Fall, 1986 Spring, 1987
12.	Develop Logo, Special Events, Marketing Strategy For North Shore Commercial District	Planning Economic & Community Development	Fall, 1986 On-going

13.	Pruning/Cleanup of North Shore Open Space Park (In Conjunction With Cleanathon)	Parks & Recreation Sanitation	Winter, 1987
14.	NSOSP Renaming/Publicity Contest	Planning Public Affairs	Spring, 1987
15.	Installation of City Street Lights	Public Works	1986 - 1990
16.	Conceptual Drawings - Extension of Ocean Terrace, Redesign of NSOSP & Expansion Area	Planning	1988 - 1989
17.	Amended Application For "Save Our Coast" Funding To Include 50 X 277 Foot Lot At North End of Ocean Terrace	Property & Lease Management Planning	1986 - 1987
18.	Sale of Bonds to Fund Phase II - "Save Our Coast" Project (76th to 77th Streets)	State of Florida	1987
19.	Prepare Cost Estimates, Identify Funding Sources For Relocation of Utilities From Parking Lot 9 B	Public Works	1987
20.	Zoning Amendments Planning Board - City Commission	Planning	1987
21.	Establish Low Interest Loan Pool	Planning Economic & Community Development	1987 - 1988
22.	Metered Parking Signage	Planning Metered Parking	1987 - 1988
23.	RFP For Air Rights Development Project Parking Lot 9 B - Preparation - Award By City Commission	Property & Lease Management Planning	1988
24.	Develop Sports Concession Complex - North Shore Park	Property & Lease Management Parks & recreation	1988 - 1989
25.	Prepare RFP For Mixed Use Development Project on Municipal Property West Of Collins Avenue (NSOSP)	Property & Lease Management Planning	1988 - 1989

26.	Establish Special Assessment District For Commercial Street Improvements - Commission Approval - Electorate Approval	City Manager's Office Planning	1988 - 1989
27.	Complete Acquisition of Entire Expansion Area	Property & Lease Management	1988 - 1990
28.	Relocation of Utilities From Parking Lot 9 B	Public Works	1989
29.	Relocation of Log Cabin/Dept. of Motor Vehicles	Public Works	1989 - 1990
30.	Construction of Air Rights Development Project On Lot 9 B	Private Developer	1989 - 1992
31.	Construction Of Mixed Use Development Projects West Side Collins Avenue (NSOSP)	Private Developer	1990 - 1992
32.	State/Federal Funding Applications For Development of Redesigned NSOSP & Expansion Area	Planning Property & Lease Management	1990 - 1992
33.	Consultant Selection/Preparation Of Working Drawings For North Shore Open Space Park Redesign & Extension of Ocean Terrace	Planning Public Works Parks & Recreation	1990 - 1991
34.	Construction of Redesigned NSOSP	Public Works	1992 - 1997
35.	RFP For Concessionaires - NSOSP Expansion Area	Planning Property & Lease Management	1996
36.	NSOSP Expansion Area Concessionaires Selected Construction of Restaurants, Specialty Shops Complete	Property & Lease Management	1997 - 1998
37.	Phase I Project Complete		1998

*NOTE: All public improvements expenditures over \$10,000. will be included in Capital Improvements Program.

KEY POINTS

A revolving loan fund should be initially established at \$300,000. to \$500,000., with ongoing yearly commitments.

Industrial Development Bond financing is one of the most advantageous methods of funding capital expenditures for new facilities.

C. FUNDING SOURCES

The primary purpose of the North Shore commercial revitalization strategy is to provide a phased plan which guides new investment and rehabilitation, in an effort to reverse the economic decline. In order to meet the defined objectives for North Shore, a number of public and private projects are envisioned, including substantial public improvements and major private investment activities.

The following are several of the programs and tools to assist the private sector in revitalizing North Shore and to fund the public improvements:

1. North Shore Business Assistance Program

This proposed program, to be initially funded through Community Development Block Grant monies, will consist of two separate components. Under the first component, professional assistance will be provided to the business community to establish and promote a viable business association and to expand the Miami Beach Development Corporation.

The second component will entail the development of a facade improvement program whereby property owners and merchants are lent funds to improve their storefronts. Although the program will be limited in its early stages to facade improvements, it is anticipated that it will be expanded to include major structural, electrical and mechanical system upgrading, and possibly economic incentives to new businesses to encourage them to locate in North Shore.

2. Revolving Loan Fund

In order to expand the Business Assistance Program

identified above, it is recommended that a revolving loan fund be established, utilizing a combination of Federal funds and private funding from North Shore banks and savings and loan associations.

It is recommended that a revolving loan fund be established initially at between \$300,000 and \$500,000 with on-going yearly commitments. Monies from the fund would be used for property acquisition, facade improvements, roof repair or replacement, window repair, interior improvements related to bringing the building up to code requirements and any other improvements which stabilize the building and improve the exterior appearance. Funds could either be awarded as grants matched by equal or greater private sector contributions or would be lent to projects requiring refinancing. Borrowers would be required to meet eligibility standards and would also be required to comply with the rehabilitation guidelines, described in this plan. The City's current Multi-Family Residential Rehabilitation Program could be used as a model to structure the basic operating procedures for the revolving loan program.

3. Urban Development Action Grants

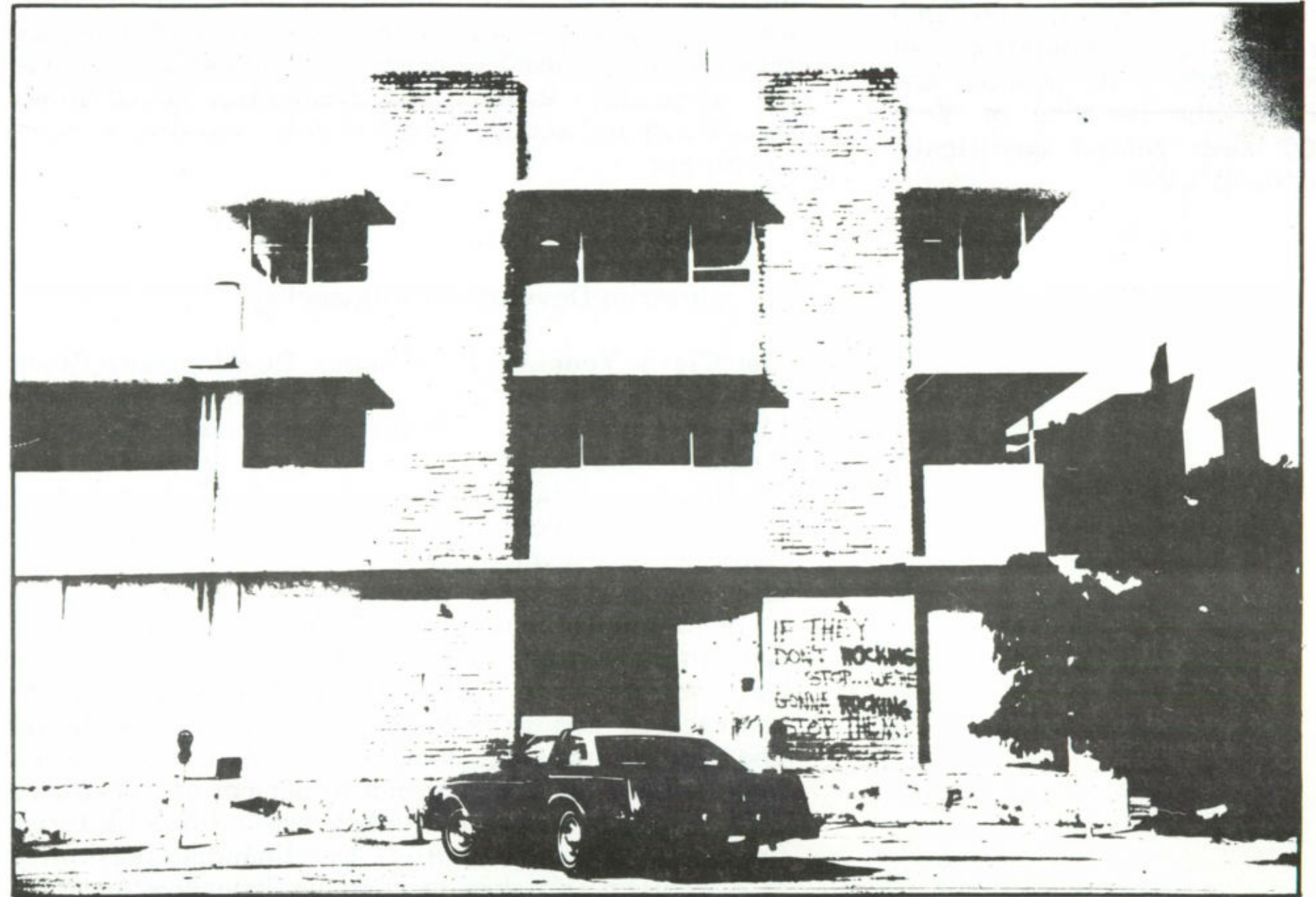
The Urban Development Action Grant Program (UDAG) is funded by the U.S. Department of Housing and Urban Development to assist in private sector developments and to leverage private investment in distressed communities. This program provides financing in the form of loans, equity funding, interest subsidy, or almost any possible form of financing that is required to allow a development to proceed that could not go forward otherwise. The financing can take a subordinate position behind any bank or debt financing and the loan is eventually paid back to the City by the developers. UDAG funds are

awarded competitively. Currently the ratio of private dollars leveraged by UDAG funds in a typical project is 6:1.

4. Industrial Revenue Bonds

With interest rates typically between two and four percentage points lower than those available from conventional sources, Industrial Development Bond (IDB) financing is one of the most advantageous means of funding capital expenditures for new facilities. The cost of IDB financing is much lower than conventional debt, primarily because bondholders do not pay income tax on their interest income. IDB's may be an excellent financing tool for the proposed North Shore Parking Lot air rights project, identified in Chapter III.

Although federal restrictions on the purchase of land and existing facilities have been implemented, as has a \$40 million cap on the amount of IDB's a company may have outstanding, IDB financing generally permits 100% funding of the project's cost within federally specified dollar limits. The firm's equity capital remains available for working capital or other uses. Bond proceeds may be used for site acquisition and preparation, architectural and engineering expenses, building construction costs, including interest, purchase and installation of machinery, equipment, furniture and fixtures, and legal, underwriting and printing costs associated with issuing the bonds. The bonds are issued by a local government agency, with principal and interest on the bond paid solely by the beneficiary company through the lease or purchase of the facilities.



KEY POINTS

Special taxation district funding might be used for utility improvements and landscaping, among others.

Parks development and infrastructure costs will be met through a combination of Federal and State sources and through the issuance of Year 2000 bonds geared specifically for North Shore.

5. Special Taxation Districts

A special taxation district can be created by the property owners in North Shore whereby additional taxes are levied on properties to create funding for public improvements or special services. Upon approval of the entire electorate, the City will issue bonds to pay for the improvements and the tax revenue is then used to retire the bonds. Funds might be used for utility improvements, landscaping, demolition and acquisition of land for parking or open space, etc.

6. Interim Development Financing

The City's Year 11 Community Development Block Grant program includes an Interim Development Financing program. This unique public financing program allows the City to provide short term construction financing at a favorable interest rate for qualified development projects. The program uses Community Development funds which have been programmed for other projects, but will not actually be needed until that project is under construction or fully implemented. Thus, these unencumbered funds can be used to provide interim financing to contractors and developers at below market rates. The program provides short term construction period financing up to a twelve month period, at two-thirds of the applicable prime lending rate. Lower interim financing costs can improve the financial feasibility of a project and thus provide an incentive for new development within economically distressed areas of the City.

To qualify, applicants are required to obtain an unconditional and irrevocable Letter of Credit from a bank, made payable to the City of Miami Beach. This

Letter of Credit is required to provide security that protects the City's interests, should a problem arise where a replacement source of funds was needed for the Community Development program.



7. Small Business Administration (SBA)

Small manufacturers, wholesalers, retailers, service concerns, and other businesses may obtain financing assistance from SBA to construct, expand, or convert facilities; to purchase buildings, equipment, and other materials; or to obtain working capital. When financing is not otherwise available from a private lender on reasonable terms, SBA may guarantee up to 90% or \$500,000., whichever is less, of a bank loan to a small company. Within certain limitations, banks set the interest rate on guaranteed loans and their portion of immediate participation loans.

8. Rehabilitation Tax Credit

The Federal government offers a 25% investment tax credit on federal income tax for all expenses related to substantial rehabilitations of historic structures. This tax credit is available in the year that the rehabilitation occurs and is a particularly useful incentive to attract additional equity into a rehabilitation project through syndication of the tax shelter benefits.

9. Public Improvements Funding

The major acquisition and public infrastructure improvements identified in the plan will be funded through a combination of Federal, State, and local sources. Parks acquisition is proposed to be funded through present and future State of Florida "Save Our Coast" bond monies. It is recommended that the Save Our Coast application be amended to include the 50 foot lot located at the north end of Ocean Terrace. Funding for the development of the lot can be provided in part by parking impact fee proceeds.

Park development and infrastructure costs will be met by applying for a combination of Federal and State funding, including the Department of Interior Land and Water Conservation Grants (LAWCON) and State of Florida Recreational Development Assistance Program (FRDAP) Grants, and through the issuance of a future Year 2000 bond issue, geared specifically for North Shore. It is also likely that park user fees will be established.

Streetscape improvements such as landscaping, furniture and signage/banners are recommended to be funded through the establishment of a special assessment district. Metered parking signage can be funded through a combination of revenues generated by the establishment of parking impact fees and metered parking reserves.

Street light improvement funds are already identified in various street improvement bond issues. Additional funds for right of way improvements to Collins Avenue and 71st Street may come from state road improvement sources, since both of these arterials are state roads.

APPENDIX A

INVENTORY OF NORTH SHORE COMMERCIAL ESTABLISHMENTS AND ESTIMATED EMPLOYMENT

ESTABLISHMENT TYPE	SIC CODE	# OF ESTABS.	ESTIM. # OF EMPLOYEES	ESTABLISHMENT TYPE	SIC CODE	# OF ESTABS.	ESTIM. # OF EMPLOYEES
Drinking Places	5813	9	43	Freight Arrangement	4700	1	7
Miscellaneous Retail	5900	6	20	Passenger Transportation Arrangement	4722	10	66
Drug Stores and Proprietary Stores	5912	6	78	Lumber & Other Bldg. Materials	5211	0	0
Liquor Stores	5921	1	4	Paint, Glass, and Wallpaper Stores	5231	0	0
Used Merchandise Stores	5931	1	3	Hardware Stores	5251	2	24
Sporting Goods and Bicycle Shops	5941	3	13	Retail Nurseries and Garden Stores	5261	0	0
Book Stores	5942	0	0	Mobile Home Dealers	5271	0	0
Stationery Stores	5943	0	0	Department Stores	5311	0	0
Hobby, Toy, and Game Shops	5945	0	0	Variety Stores	5331	2	46
Camera & Photographic Supply Stores	5946	1	2	Miscellaneous General Merchandise Stores	5399	0	0
Gift, Novelty, and Souvenir Shops	5947	11	51	Grocery Stores	5411	10	149
Luggage and Leather Goods Stores	5948	0	0	Meat and Fish Markets	5423	5	19
Sewing, Needlework, and Piece Goods	5949	2	8	Fruit Stores and Vegetable Markets	5431	3	15
Florists	5992	3	11	Candy, Nut, and Confectionary Stores	5441	0	0
Cigar Stores and Stands	5993	0	0	Dairy Products Stores	5451	0	0
News Dealers and Newstands	5994	3	8	Retail Bakeries	5460	3	21
Commercial and Stock Savings Banks	6020	5	509	Miscellaneous Food Stores	5499	1	5
Mutual Savings Banks	6030	0	0	New and Used Car Dealers	5511	0	0
Functions Closely Related to Banking, NE	6059	0	0	Used Car Dealers	5521	0	0
Savings and Loan Associations	6120	10	242	Auto and Home Supply Stores	5531	0	0
Personal Credit Institutions	6140	0	0	Gasoline Service Stations	5541	5	40
Licensed Small Loan Lenders	6145	0	0	Boat Dealers	5551	0	0
Business Credit Institutions	6150	0	0	Recreation & Utility Trailer Dealers	5561	0	0
Mortgage Bankers and Brokers	6160	0	0	Motorcycle Dealers	5571	0	0
Security, Commodity Brokers & Service	6200	2	41	Men's and Boy's Clothing & Furnishings	5611	0	0
Life Insurance	6311	0	0	Women's Ready-to-Wear Stores	5621	6	40
Fire, Marine, & Casualty Insurance	6331	0	0	Women's Accessory and Specialty Stores	5631	4	15
Insurance Agents, Brokers, and Service	6411	1	10	Children's and Infants' Wear Stores	5641	1	4
Real Estate Agents & Managers	6531	7	73	Family Clothing Stores	5651	2	9
Combined Real Estate, Insurance, etc.	6611	0	0	Shoe Stores	5661	1	4
Miscellaneous Office	6799	2	1,000	Furriers and Fur Shops	5681	0	0
Hotels, Motels and Tourist Courts	7011	12	431	Miscellaneous Apparel & Accessories	5699	4	18
Rooming and Boarding Houses	7021	0	0	Furniture Stores	5712	0	0
Laundry, Cleaning, & Garment Services	7210	13	143	Floor Covering Stores	5713	0	0
Garment Pressing & Cleaners' Agents	7212	0	0	Drapery and Upholstery Stores	5714	0	0
Coin-Operated Laundries and Cleaning	7215	2	6	Miscellaneous Home Furnishings Stores	5719	5	35
Carpet and Upholstery Cleaning	7217	0	0	Household Appliance Stores	5722	1	3
Photographic Studios, Portraits	7221	1	7	Radio and Television Stores	5732	2	12
Beauty Shops	7231	26	107	Music-Record Stores	5733	0	0
Barber Shops	7241	3	8	Eating Places	5812	33	685

ESTABLISHMENT TYPE	SIC CODE	# OF ESTABS.	ESTIM. # OF EMPLOYEES
Shoe Repair and Hat Cleaning Shops	7251	3	6
Funeral Service and Crematories	7261	3	49
Miscellaneous Personal Services	7299	4	19
Passenger Car Rental and Leasing	7512	4	25
Truck/Trailer Rental and Leasing	7513	0	0
Automotive Repair Shops	7530	2	17
Car Washes	7542	1	5
Electrical Repair Shops	7620	0	0
Radio and Television Repair	7622	0	0
Refrigeration Service & Repair	7623	6	15
Watch, Clock, and Jewelry Repair	7631	1	2
Reupholstery and Furniture Repair	7641	0	0
Repair Services, NEC	7699	0	0
Motion Picture Theaters, except Drive-in	7832	3	36
Dance Halls, Studios, and Schools	7911	1	3
Billiard and Pool Establishments	7932	0	0
Bowling Alleys	7933	0	0
Coin-Operated Amusement Devices	7993	0	0
Membership Sports & Recreation Clubs	7997	0	0
Amusement & Recreation Services, NEC	7999	5	65
Offices of Physicians	8011	11	49
Offices of Dentists	8021	7	26
Offices of Chiropractors	8041	3	9
Offices of Optometrists	8042	2	6
Offices of Health Practitioners, NEC	8049	1	4
Outpatient Care Facilities	8081	3	122
Health and Allied Services, NEC	8091	0	0
Legal Services	8111	3	16
Correspondence and Vocational Schools	8240	0	0
Schools & Educational Services, NEC	8299	2	12
Interior Decorating	8911	1	3
TOTAL		297	4,524

Source: Planning Department Field Survey, 1985.
InterAmerica Research, 1984.

APPENDIX B

MARKETS
MIAMI BEACH

DEVELOPMENT POTENTIAL INDEX (DPI) CONVERSION TABLE

DPI*	ESTIMATED ESTARS.	UNMET EMPLOYEES	POTENTIAL SIC	ESTABLISHMENT TYPE
204	2	413	5311	DEPARTMENT STORES
999	7	245	6311	LIFE INSURANCE
125	-3	234	5411	GROCERY STORES
179	5	190	5511	NEW AND USED CAR DEALERS
308	37	176	7530	AUTOMOTIVE REPAIR SHOPS
**	5	163	6331	FIRE, MARINE, AND CASUALTY INSURANCE
803	16	127	5531	AUTO AND HOME SUPPLY STORES
999	6	106	5712	FURNITURE STORES
600	6	104	7699	REPAIR SERVICES, NOT ELSEWHERE CLASSIFIED
167	13	93	6411	INSURANCE AGENTS, BROKERS & SERVICE
654	3	65	6140	PERSONAL CREDIT INSTITUTIONS
303	4	62	5211	LUMBER AND OTHER BUILDING MATERIALS
129	-2	57	8081	OUTPATIENT CARE FACILITIES
970	8	51	5931	USED MERCHANDISE STORES
189	-2	51	7299	MISCELLANEOUS PERSONAL SERVICES
**	2	44	7933	BOWLING ALLEYS
288	4	41	5651	FAMILY CLOTHING STORES
118	3	38	5733	MUSIC-RECORD STORES
999	4	35	5942	BOOK STORES
327	2	34	7513	TRUCK/TRAILER RENTAL AND LEASING
119	2	34	7997	MEMBERSHIP SPORTS & RECREATION CLUBS
513	4	33	5261	RETAIL NURSERIES AND GARDEN STORES
166	4	28	5719	MISCELLANEOUS HOME FURNISHINGS STORES
414	2	28	7620	ELECTRICAL REPAIR SHOPS
104	5	25	6020	COMMERCIAL AND STOCK SAVINGS BANKS
165	-4	25	7512	PASSENGER CAR RENTAL AND LEASING
421	3	23	6145	LICENSED SMALL LOAN LENDERS
111	7	22	5541	GASOLINE SERVICE STATIONS
272	0	22	5722	HOUSEHOLD APPLIANCE STORES
463	1	22	5945	HOBBY, TOY AND GAME SHOPS
347	1	20	7622	RADIO AND TELEVISION REPAIR
417	3	19	5713	FLOOR COVERING STORES
567	-1	18	6150	BUSINESS CREDIT INSTITUTIONS
112	-9	16	5900	MISCELLANEOUS RETAIL
131	-2	16	5921	LIQUOR STORES
**	1	16	8240	CORRESPONDENCE AND VOCATIONAL SCHOOLS
850	2	15	5451	DAIRY PRODUCTS STORES
**	2	15	7217	CARPET AND UPHOLSTERY CLEANING
**	2	14	5271	MOBILE HOME DEALERS
112	-8	14	5813	DRINKING PLACES

* DPI VALUES GREATER THAN 100 INDICATE GREATER POTENTIAL FOR DEVELOPMENT.
** DPI NOT APPLICABLE WHEN SLI IS ZERO.

MARKETS
MIAMI BEACH

DEVELOPMENT POTENTIAL INDEX (DPI) CONVERSION TABLE

DPI*	ESTIMATED ESTABS.	UNMET EMPLOYEES	POTENTIAL	SIC	ESTABLISHMENT TYPE
128	2	14		6160	MORTGAGE BANKERS AND BROKERS
266	1	13		5714	DRAPERY AND UPHOLSTERY STORES
183	1	13		5949	SEWING, NEEDLEWORK, AND PIECE GOODS
**	1	12		5571	MOTORCYCLE DEALERS
**	1	11		5561	RECREATION & UTILITY TRAILER DEALERS
109	-9	11		5944	JEWELRY STORES
212	2	10		7641	REUPHOLSTERY AND FURNITURE REPAIR
245	0	9		7911	DANCE HALLS, STUDIOS, AND SCHOOLS
152	1	8		5943	STATIONERY STORES
191	0	8		7542	CAR WASHES
158	0	7		5399	MISCELLANEOUS GENERAL MERCHANDISE STORES
**	1	7		7993	COIN-OPERATED AMUSEMENT DEVICES
113	3	6		5231	PAINT, GLASS, AND WALLPAPER STORES
111	1	5		5992	FLORISTS
165	1	5		8041	OFFICES OF CHIROPRACTORS
165	1	4		7221	PHOTOGRAPHIC STUDIOS, PORTRAITS
**	1	4		7631	WATCH, CLOCK, AND JEWELRY REPAIR
115	2	3		5551	BOAT DEALERS
111	-2	3		5946	CAMERA & PHOTOGRAPHIC SUPPLY STORES
**	0	3		6059	FUNCTIONS CLOSELY RELATED TO BANKING, NOT ELSEWHERE CLASSIFIED
120	0	3		8042	OFFICES OF OPTOMETRISTS
**	1	2		7932	BILLIARD AND POOL ESTABLISHMENTS
111	-3	2		8299	SCHOOLS & EDUCATIONAL SERVICES, NOT ELSEWHERE CLASSIFIED
101	-3	0		5941	SPORTING GOODS AND BICYCLE SHOPS
101	-1	0		5994	NEWS DEALERS AND NEWSSTANDS
**	0	0		6030	MUTUAL SAVINGS BANKS
103	-1	0		7212	GARMENT PRESSING & CLEANERS' AGENTS
79	-4	-2		6611	COMBINED REAL ESTATE, INSURANCE, ETC.
91	-2	-2		7215	COIN-OPERATED LAUNDRIES AND CLEANING
68	0	-3		5993	CIGAR STORES AND STANDS
62	-2	-3		7251	SHOE REPAIR AND HAT CLEANING SHOPS
85	-5	-5		5641	CHILDREN'S AND INFANTS' WEAR STORES
72	-3	-6		7623	REFRIGERATION SERVICE AND REPAIR
89	-3	-8		5732	RADIO AND TELEVISION STORES
28	-2	-9		5681	FURRIERS AND FUR SHOPS
77	-4	-10		5431	FRUIT STORES AND VEGETABLE MARKETS
22	-2	-11		7021	ROOMING AND BOARDING HOUSES
40	-3	-16		5441	CANDY, NUT, AND CONFECTIONARY STORES
71	-6	-20		5499	MISCELLANEOUS FOOD STORES
65	-6	-21		5423	MEAT AND FISH (SEAFOOD) MARKETS

* DPI VALUES GREATER THAN 100 INDICATE GREATER POTENTIAL FOR DEVELOPMENT.
** DPI NOT APPLICABLE WHEN SLI IS ZERO.

MARKETS
MIAMI BEACH

DEVELOPMENT POTENTIAL INDEX (DPI) CONVERSION TABLE

DPI*	ESTIMATED ESTABS.	UNMET EMPLOYEES	POTENTIAL SIC	ESTABLISHMENT TYPE
86	-15	-21	5661	SHOE STORES
48	-3	-23	5948	LUGGAGE AND LEATHER GOODS STORES
76	-2	-23	7261	FUNERAL SERVICE AND CREMATORIES
49	-13	-24	7241	BARBER SHOPS
60	-11	-27	5631	WOMEN'S ACCESSORY AND SPECIALTY STORES
63	-1	-30	5251	HARDWARE STORES
50	-6	-30	5699	MISCELLANEOUS APPAREL & ACCESSORIES
46	-11	-34	8049	OFFICES OF HEALTH PRACTITIONERS, NOT ELSEWHERE CLASSIFIED
62	-2	-35	7999	AMUSEMENT & RECREATION SERVICES, NOT ELSEWHERE CLASSIFIED
62	-4	-37	5460	RETAIL BAKERIES
71	-1	-39	7210	LAUNDRY, CLEANING, & GARMENT SERVICES
43	6	-40	5521	USED CAR DEALERS
56	-6	-52	7832	MOTION PICTURE THEATERS, EXCEPT DRIVE-IN
75	-23	-59	8021	OFFICES OF DENTISTS
79	1	-60	6200	SECURITY, COMMODITY BROKERS & SERVICES
61	-15	-62	5947	GIFT, NOVELTY, AND SOUVENIR SHOPS
55	-1	-73	8091	HEALTH AND ALLIED SERVICES, NOT ELSEWHERE CLASSIFIED
62	-3	-79	5331	VARIETY STORES
78	-28	-126	8111	LEGAL SERVICES
65	-40	-162	5621	WOMEN'S READY-TO-WEAR STORES
37	-27	-182	5611	MEN'S AND BOY'S CLOTHING & FURNISHINGS
30	-28	-189	4722	PASSENGER TRANSPORTATION ARRANGEMENT
71	-4	-202	6120	SAVINGS AND LOAN ASSOCIATIONS
50	-57	-205	7231	BEAUTY SHOPS
51	-21	-266	5912	DRUG STORES AND PROPRIETARY STORES
45	-28	-432	6531	REAL ESTATE AGENTS AND MANAGERS
54	-137	-493	8011	OFFICES OF PHYSICIANS
81	-33	-556	5812	EATING PLACES
15	-189	-6664	7011	HOTELS, MOTELS AND TOURIST COURTS

* DPI VALUES GREATER THAN 100 INDICATE GREATER POTENTIAL FOR DEVELOPMENT.
** DPI NOT APPLICABLE WHEN SLI IS ZERO.

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