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SOUTH SHORE

REVITALIZATION STRATEGY

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SOUTH SHORE REVITALIZATION STRATEGY

PREPARED FOR

CITY OF MIAMI BEACH

THE MAYOR'S AD HOC COMMITTEE ON PLANNED AREA DEVELOPMENT FOR SOUTH SHORE

PREPARED BY

FREILICH & LEITNER, P.C.

POST, BUCKLEY, SCHUH & JERNIGAN, INC.

HALYCON, LTD.

MIAMI BEACH DEPARTMENT OF PLANNING

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MAYOR'S AD HOC COMMITTEE ON PLANNED AREA DEVELOPMENT FOR SOUTH SHORE (PAD)

ARTHUR COURSHON

ROBERT L. TURCHIN

BESSIE GALBUT

RONALD MOLKO

ROBERT REILLEY

GEORGE GOLDBLOOM

MARK ADAMS

CITY OF MIAMI BEACH STAFF

SANFORD A. YOUKILIS, AICP, DIRECTOR, DEPARTMENT OF PLANNING

ROBERT BANKS, AICP, SENIOR PLANNER/PROJECT COORDINATOR

FRANK AYMOUNIN, DIRECTOR, DEPARTMENT OF PUBLIC WORKS

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EXECUTIVE SUMMARY

BACKGROUND

South Shore, the earliest area in the City of Miami Beach to develop, has suffered economic and physical decline since World War II. To reverse this process, the South Shore Redevelopment Agency was created in 1973. The agency prepared a redevelopment plan, pursuant to the Community Redevelopment Act, which called for "predominant clearance" of buildings and the selection of a master developer. In 1982, after six years of attempts to select a master developer, the City abandoned the 1976 Redevelopment Plan and appointed an Ad Hoc Committee on Planned Area Development (PAD) to prepare a new revitalization strategy for the area.

THE REVITALIZATION STRATEGY PLAN

Four major goals of the revitalization strategy are as follows:

- o To reestablish the area as an economically viable and

functionally diverse urban neighborhood/resort community.

- o To involve minimum relocation and condemnation.
- o To enhance the diversity of form and activity through the use of established planning and design principles.
- o To create a traffic system that adequately serves both through- and local-traffic needs of the area.

Land Use

The land use plan is characterized by these primary features:

- o A peripheral waterfront linear park system.
- o A resort area relating to the linear park
- o An urban neighborhood core
- o A central retail core serving both the resort development and the urban neighborhood area

The generalized land uses of the South Shore Revitalization Strategy are as follows:

Office - The Miami Beach Boulevard (Fifth Street) corridor is to be a mixed-use area with retail activities required on the ground floor and office and residential uses allowed above the first floor. Pedestrian activity will be encouraged along this corridor.

Residential - The area located between First and Fourth Streets and extending from Alton Road to the ocean is a residential neighborhood. The plan envisions low intensity residential development adjacent to the marina and Alton Road, transitioning to high rise development along the ocean.

Retail Core - This area, located in the southern portion of South Shore between Biscayne Street and First Street and between Jefferson Avenue and Ocean Drive, is planned for neighborhood and tourist-oriented commercial uses. Residential uses will be allowed above the first floor.

Marina Upland Area - This area lies between Fifth Street and Biscayne Street, east of Alton Road. Central marina facilities to service the 400-slip South Shore marina, including a 300-slip dry storage

area, will be constructed on a portion of this site. Tourist and marina-oriented retail and hotel uses will be encouraged in this area. A triangular parcel east of Alton Road, south of Miami Beach Boulevard and west of Michigan Avenue is proposed for additional marina-related development if the South Beach Elementary School can be relocated.

Hotel - The plan envisions development of the former Miami Beach Kennel Club site located south of Biscayne Street as a resort hotel. An additional hotel site is designated on the ocean between First and Second Streets.

Parks and Open Space - Several parks exist in the area, including three beachfront parks. South Shore Park, located at the southernmost tip of Miami Beach, will include active and passive recreational facilities, a restaurant, and an amphitheatre. A pedestrian walkway system is planned linking the beachfront parks, South Shore Park, and South Shore Marina.

Traffic Circulation System - Loop System

The plan proposes a circulation system of two interconnected loops.

The Alton Road - First Street - Washington Avenue corridor will offer primary circulation through the South Shore area and offer access to the principal residential and commercial areas. A second loop, utilizing the Jefferson Avenue (south of First Street) - Biscayne Street - Ocean Drive corridors, will supplement the primary loop by offering access to the recreational and other commercial areas.

Amenity Plan

The Revitalization Strategy contains an Amenity Plan of improvements designed to enhance the aesthetic character of the neighborhood.

- o The arterial loop will provide the first view of South Shore for many; it will also continue to provide the visual experience for visitor and resident alike.
- o Four east-west roads - - Third Street, Second Street, First Street, and Biscayne Street - - provide access to two oceanfront parks and to the City-owned bayside marina property.
- o The linear waterfront parks constitute an important amenity.

They provide a natural environment for the residents of the urban neighborhood, and also provide an essential base for the resort development.

- o Eliminating the existing unsafe intersections creates small right-of-way areas that may be developed as pedestrian amenity areas.

URBAN DESIGN GUIDELINES

The Revitalization Strategy contains design guidelines and standards to provide South Shore with a "total image" environment - a water-oriented community in which to live, work and play.

ZONING AND LAND USE CONTROLS

Eminent Domain - The plan envisions the use of eminent domain in limited circumstances only. Appropriate uses of eminent domain include:

- o To acquire small parcels necessary for public improvements.
- o To complete lot assemblage in a block provided more than 50 percent of the lot is in single ownership.

- o To acquire properties that are a blighting influence on the redevelopment area.

Property Disposition - Municipal property can be disposed of through competitive bidding or competitive negotiations. Municipal property transferred to private use to implement the plan will be subject to "designation and development agreements" obligating purchasers or lessees to devote such property to uses specified in the plan.

Regulation of Private Property

Development Agreements - When development occurs on private property, developers will be encouraged to obtain a "development agreement" by which the City will make a commitment not to alter the zoning for a specified time in return for commitments by the developer as to construction of improvements, provision of public facilities or amenities, timing and sequencing of development, etc.

Zoning

The proposed zoning contained in the Revitalization Strategy Plan has the following characteristics:

General

- o Base-level intensities as of right (but based on compliance with applicable performance standards) and maximum intensities obtainable only by acquisition of bonuses and incentives.
- o Provision of substantial incentives for aggregation of parcels.
- o Incentives for amenities, design, underground parking, environmental sensitivity, scale, height, view preservation, and other features.
- o Requirements for landscaping, open space, and design elements as part of required site and development plan approval processes.
- o A height limitation overlay zone.
- o Required underground and structural parking, as opposed to surface parking.

- o Use of floor area ratio and lot coverage requirements to create a land use intensity scale.
- o Use of an open space ratio.

Residential

- o A minimum square footage for each dwelling unit and a minimum average dwelling unit square footage for the entire development.
- o Use of occupant and total parking ratios.
- o Within the urban neighborhood, varying intensities of residential development, the lowest near Alton Road and gradually increasing to the highest east of Collins Avenue.

Commercial

- o Provision for mixed-use developments and for mixed-use structures (i.e., first floor retail with offices or residential above).
- o Nonresidential development intensities geared to adjacent

residential uses and intensities, to the transportation system, to the open space network, and to the size and scale of surrounding development.

- o Emphasis on retail commercial development, including restaurants, services and related uses.
- o Residential development as a permitted use in these nonresidential areas, subject to the applicable standards as specified for R-PS 1-4 subdistricts.
- o Office development as a permitted use.

Nonresidential development intensities will vary in accordance with the role and location of each of these areas in the overall Revitalization Plan context and strategy.

IMPLEMENTATION PROGRAM

Financing

The financing of the South Shore Revitalization Strategy will rely on the following funding sources:

- o Tax increment financing
- o Marina lease payments
- o Marina upland development
- o Special assessment districts
- o Community development block grant
- o Urban development action grant
- o Sewer and water grant

Capital Improvement Program

The 5-year capital improvement program required to implement Phase I of the South Shore Revitalization Strategy totals \$7 million. This capital improvement program includes street improvement, creation of an arterial loop system, and water and sewer improvements.

I. INTRODUCTION

The Revitalization Strategy for South Shore is characterized by several key features that are reflected in the plan developed for the area. This plan is:

SIMPLE AND STRAIGHTFORWARD

- o Retaining the existing street pattern.
- o Building on existing land uses.
- o Providing solutions limited in scope and capable of timely implementation.

REALISTIC

- o Developing a strong concept with both staff and community representative input.
- o Including historic preservation and revitalization.
- o Providing numerous opportunities for private development.
- o Disrupting existing patterns to a minimal extent.

AN INVESTMENT NETWORK

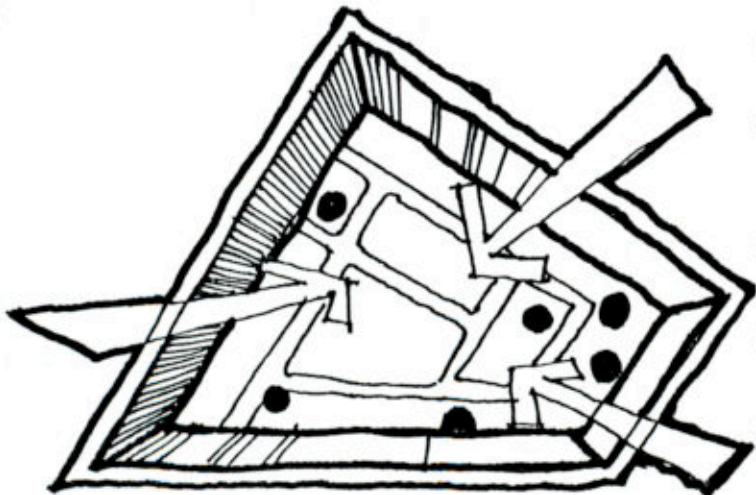
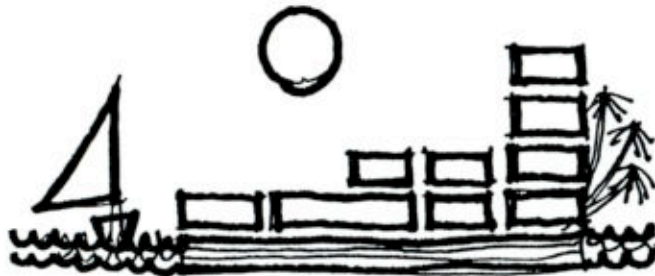
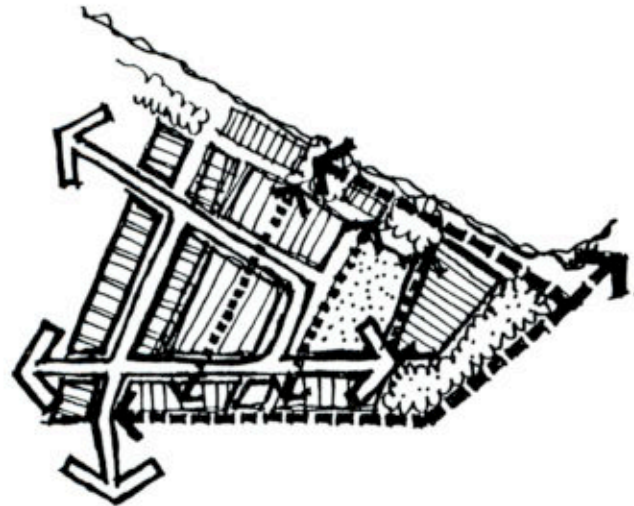
- o Providing a decision-making guide for the Redevelopment Agency to direct uses and program improvements.
- o Creating a known base of public investments to attract private funds.
- o Establishing long-term stability.

ORGANIZED AROUND KEY PROJECTS

- o Determining where change should occur.
- o Representing public/private opportunities.
- o Creating an environment for investment.

CONSISTENT WITH RECENT ACTIVITIES

- o Promoting historical continuity with adjacent Miami Beach Historic District activity.
- o Ensuring a "no-surprise" approach to solutions.



2. PURPOSE

WHY THE REDEVELOPMENT STRATEGY?

The numerous problems currently besetting the South Shore area were actually born out of actions occurring in the earliest years of the area's development. The raw land was originally laid out in a simple grid pattern of streets for residential development with single 50- by 100-foot lots the norm. Development occurred primarily in the south at first with small hotels and rooming houses constructed to accommodate the tourist market. Following World War II, growth on Miami Beach turned more to the north to find sites large enough for the hotel/resort complexes demanded by the new tourism boom. Not able to compete with the large luxury hotels, the small South Shore hotels began converting to residential hotels or lowering their rates. As a result, the elderly, fixed-income population and the poor began to move into the area.

Responding to both the specific decline of South Shore and the general loss of tourism throughout all Miami Beach, the South Shore Redevelopment Agency was created in 1973; a building moratorium was put

into effect for the entire South Shore area; and, pursuant to the Community Redevelopment Act, the area was declared "blighted." The Agency and its consultant team began preparation of the South Shore Plan in 1976, emphasizing "predominant clearance" of buildings and structures in the area. It also employed the concept of a "master developer": one developer to be responsible for developing the entire site.

Of primary importance to the plan was the extensive internal canal system, which generated strong opposition. Another controversial issue was the required relocation of the area's over 6,000 residents. After six years of debate and with no "master developer" who was willing to satisfy all of the City's requirements, the City abandoned the plan in 1982. The Redevelopment Agency was disbanded and the City Commission took over its functions.

After nine years, during which the ban on building renovation or even major repairs was in effect,

conditions on South Shore had deteriorated socially, structurally, and aesthetically. On July 21, 1982, the Mayor's Ad Hoc Committee for Planned Area Development (PAD) for South Shore was officially created by the City Commission to develop a new zoning and land use plan for South Shore (see Page 5). On January 5, 1983, the City Commission lifted the building moratorium on South Shore and adopted the Interim Development (ID) Ordinance. The PAD Committee then adopted a series of development policy decisions recommended by the City's Planning Department. It also endorsed a Land Use Concept Plan for South Shore.

The following are the Adopted PAD Development Policies as stated in the PAD Committee's Phase I Report:

- "1) Selective clearance of deteriorated and unsafe structures;
- 2) New construction on cleared parcels;
- 3) In-fill development of existing vacant parcels;
- 4) Repairs and rehabilitation of existing structures; and

5) Preservation of structures of historic or architectural significance; more specifically delineated as follows:

- a. retention of existing structures through repair and rehabilitation, when feasible, and with compliance of City standards;
- b. demolition of deteriorated and unsafe structures;
- c. new construction on presently vacant or cleared parcels, including land currently in public ownership;
- d. preservation of structures of historic and architectural significance;
- e. development of South Shore Park;
- f. City investment in needed public facilities and utilities;
- g. phasing of new private development in the area consistent with tax increment financing requirements and utilization of tax increments

from Phase I to fund necessary redevelopment activities in Phase II;

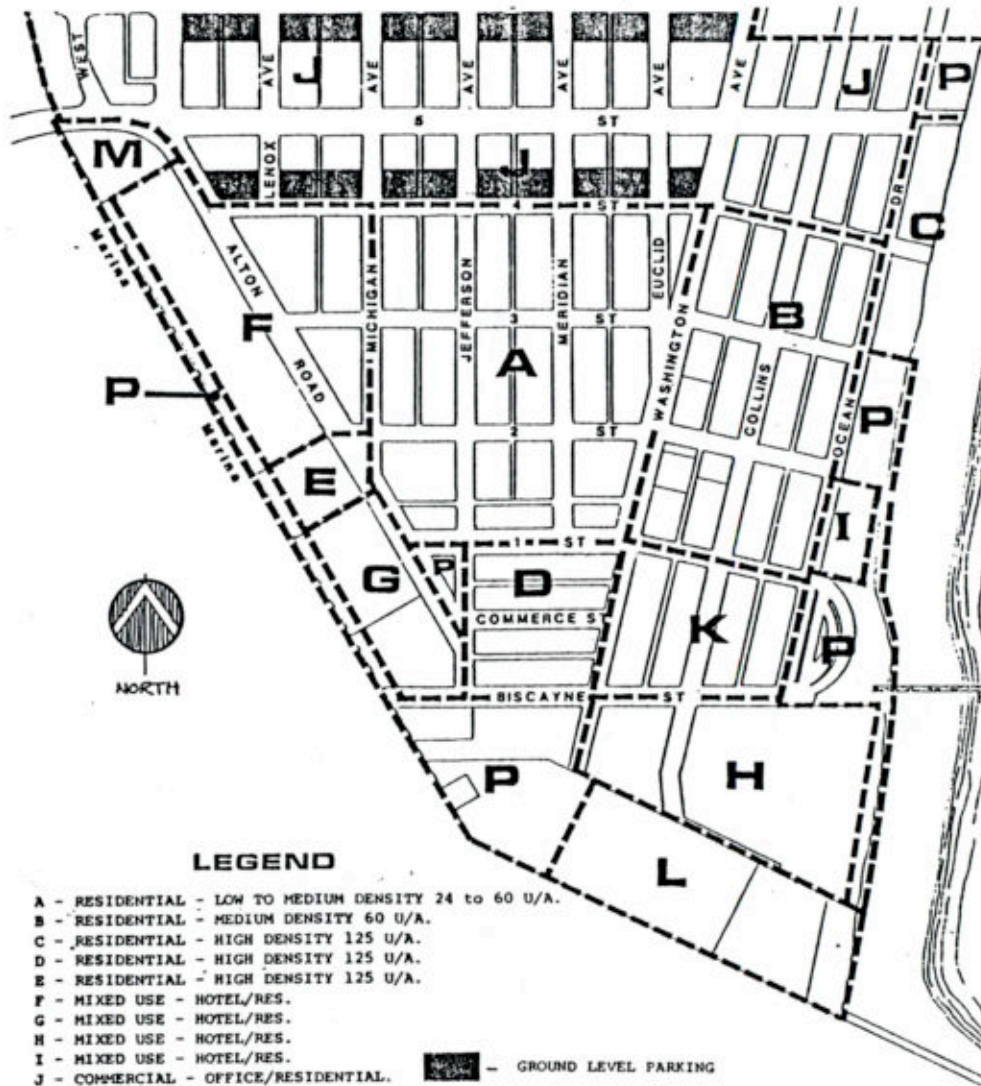
- h. consideration of Phase II of Redevelopment Plan for specific, definable projects that could be bid and implemented independently of other projects, if determined as feasible by the Mayor's Ad Hoc Committee for Planned Area Development for South Shore (PAD);
- i. minimization of relocation;
- j. maximization of elderly, low and moderate income housing within the overall implementation plan for project;
- k. individual private developers for specific parcels and projects rather than a master developer for the entire area;
- l. use of tax increments for specific projects and for planning/legal work necessary in conjunction with this plan revision;

m. reconfirm the policy statement in the ordinance itself."


The PAD Concept Plan proposes a tourist-oriented neighborhood along the ocean and bay with a residential neighborhood in the interior area. Public access to the bay and ocean is encouraged by provision of a 50-foot pedestrian and bicycle path along the shoreline. Fifth Street is proposed as a high density mixed-use corridor with commercial activity encouraged at grade level. Density in the PAD Concept Plan varies from residential low to medium (24 - 60 units per acre) to residential high (125 units per acre).

In January 1983, the City hired consultants for planning and legal issues related to the South Shore redevelopment program; in March 1983, subconsultants were engaged to conduct engineering research studies, marketing and feasibility studies, and urban design studies. The Draft Redevelopment Plan, now known as the Revitalization Strategy Plan, and accompanying zoning ordinances were completed in June 1983. The entire approval process

for the Revitalization Strategy Plan,
including that required for the
amendment to the adopted
Comprehensive Plan as per Florida
Statute 163.3187, and for the revised
Redevelopment Plan and Implementation
Strategy, in conformance with Florida
Statute 163.361, is to be completed
by December 31, 1983.



LEGEND


- A - RESIDENTIAL - LOW TO MEDIUM DENSITY 24 to 60 U/A.
 - B - RESIDENTIAL - MEDIUM DENSITY 60 U/A.
 - C - RESIDENTIAL - HIGH DENSITY 125 U/A.
 - D - RESIDENTIAL - HIGH DENSITY 125 U/A.
 - E - RESIDENTIAL - HIGH DENSITY 125 U/A.
 - F - MIXED USE - HOTEL/RES.
 - G - MIXED USE - HOTEL/RES.
 - H - MIXED USE - HOTEL/RES.
 - I - MIXED USE - HOTEL/RES.
 - J - COMMERCIAL - OFFICE/RESIDENTIAL.
 - K - RETAIL COMPLEX
 - L - SOUTH SHORE PARK
 - M - CITY MARINA/UTILITIES
 - P - PARK
-  - GROUND LEVEL PARKING

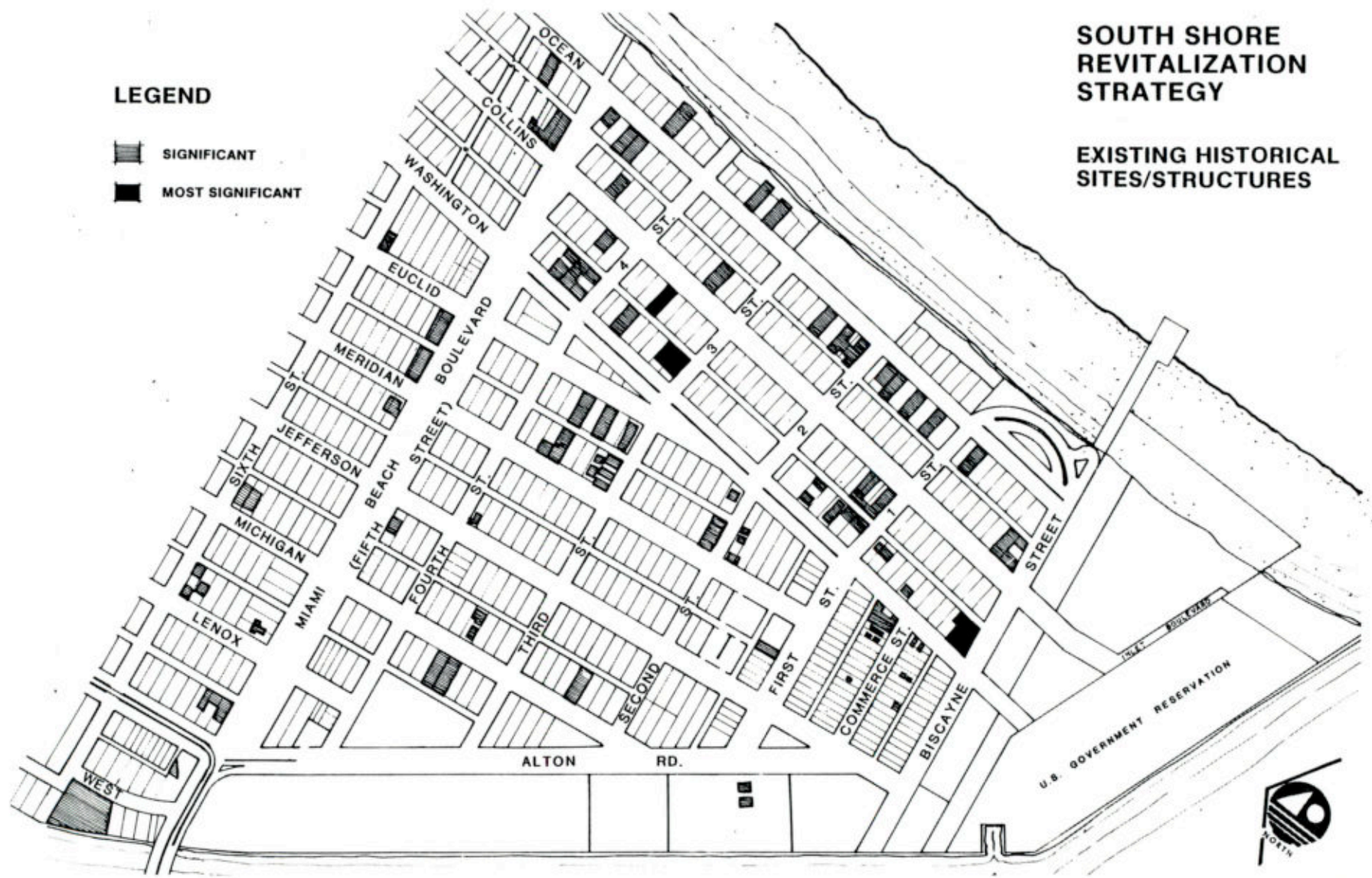
SOUTH SHORE PAD LAND USE CONCEPT PLAN

SOUTH SHORE REVITALIZATION STRATEGY

EXISTING HISTORICAL SITES/STRUCTURES

LEGEND

-  SIGNIFICANT
-  MOST SIGNIFICANT



3. THE REVITALIZATION PLANNING PROCESS

INTRODUCTION

Any effective plan is constructed around a process that is a logical series of activities, with each activity building on the previous one. The diagram below shows the process and program used in developing the South Shore Revitalization Strategy. The final South Shore Revitalization Strategy Plan represents the culmination of the collection, evaluation, and projection of the major physical, urban design, social, and economic factors which influence and impact the area.

RESEARCH AND ANALYSIS PHASE

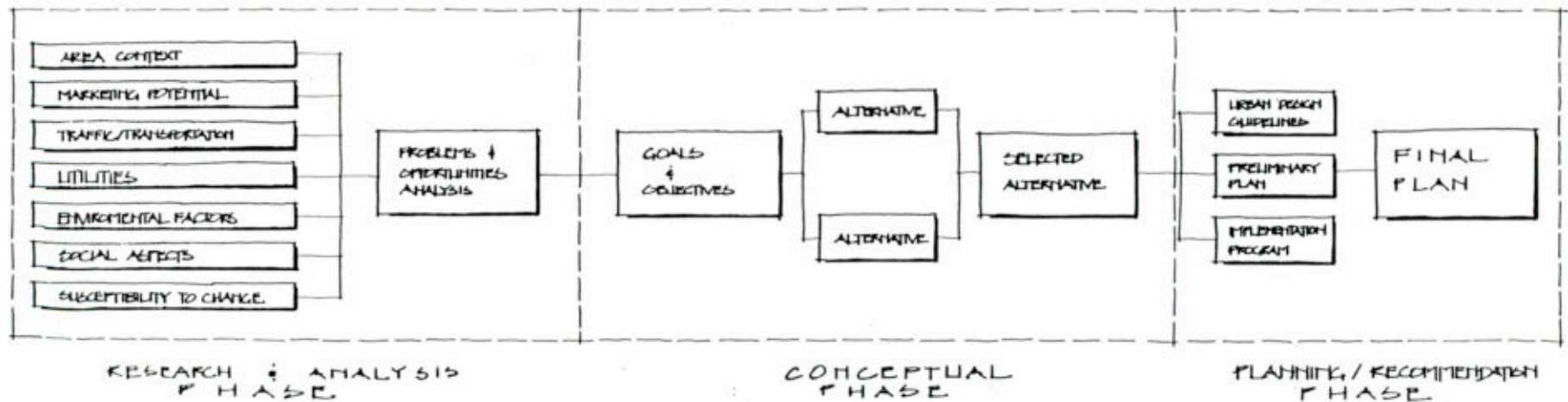
In the research and analysis phase of the process, problems, opportunities,

issues, and directions were identified. South Shore has certain strengths upon which improvements can be built. It also has numerous problems which must be recognized so that the actions formulated will eliminate or at least lessen their impact. In addition to physical changes, changes in attitude have occurred during the past several years which affect the physical, social and economic structure of the area. These changes have been gradual; thus their magnitude is often concealed. As a result, clear articulation of the problems, opportunities and conditions has been of utmost importance in reaching the next phase of the planning process - - defining the goals and objectives for the project.

GOALS, OBJECTIVES, AND DESIGN CONCEPT PHASE

The goals, objectives, and design concept phase gave direction to development of the preliminary plan and produced the foundation upon which the final plan is built. The goals, objectives, and design principles for the South Shore Revitalization Strategy were based upon original revitalization policies adopted by the PAD Committee and further expanded after definition and analysis of the problems, opportunities, and issues.

Several alternative land use patterns were developed for the planning area and each was tested against the affirmed goals, objectives, and design principles.



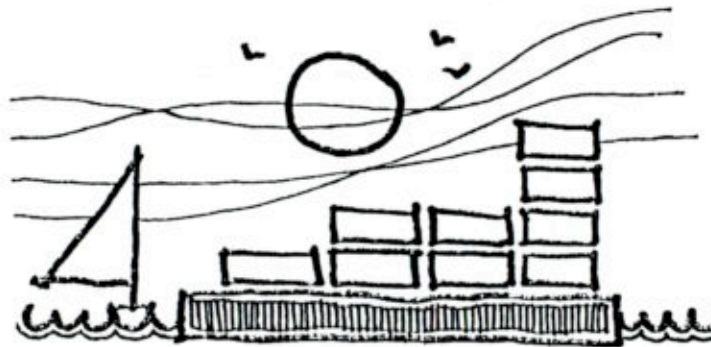
PLANNING AND RECOMMENDATION PHASE

The plan that has emerged and is described in Section 7 is the result of the logical and effective progression of the planning process. It also reflects the high degree of interaction between the City's planning staff, the PAD Committee, and the consultant team.

The urban design elements included have been developed to give a three-dimensional quality to the plan by illustrating scale and character, space and mass, graphics and furnishings. They are an integral part of the Revitalization Strategy and, as such, communicate urban design, architectural, and environmental principles important to the physical, economic, and environmental success of the revitalization of South Shore.

The preliminary South Shore Revitalization Strategy Plan was presented to the PAD Committee on May 2, 1983 and, after careful review, was approved in principle by the Committee. Alternative planning issues yet to be resolved generally depend upon the outcome of the school relocation problem. Other alternatives to be considered

involve not land use or zoning issues but rather possible changes in the infrastructure of the area.



4. RESEARCH AND ANALYSIS

INTRODUCTION

Bounded on the north by Sixth Street, on the east by the Atlantic Ocean, on the west by Biscayne Bay, and on the south by Government Cut, the 246-acre area known as South Shore includes the entire southern tip of Miami Beach. Although possessing a magnificent natural setting edged on three sides by water, South Shore contains a mixture of incompatible uses combined with residential and commercial structures which are among the oldest, the most crowded and the most deteriorated on Miami Beach.

The following description and analysis of existing conditions on South Shore consider the major factors affecting the development of a viable plan for revitalization:

Marketing Overview - An assessment of the marketing potentials of South Shore.

Area Context - An overview of existing land uses and patterns.

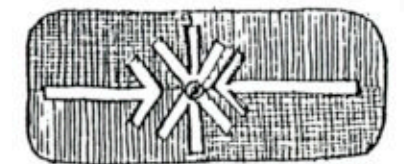
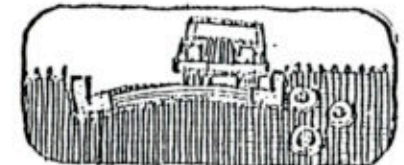
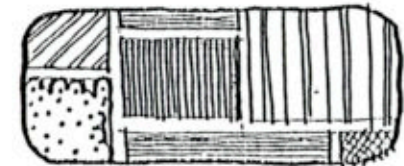
Environmental Factors - A discussion of the environmental issues and primary implications related to any new plan.

Utilities - A review of the primary support systems - - water, sewer and drainage - - for planning strategy.

Circulation and Access - A preliminary analysis of the critical circulation patterns, access, and parking and transit systems.

Social Aspects - A profile of the residents who will be affected by any plan for redevelopment and revitalization.

Susceptibility to Change - A synthesis of the site analysis with focus on positive change within the existing context.



MARKETING OVERVIEW

WHAT IS THE POTENTIAL MARKET?

The development potentials for South Shore which emerged from the analysis of appropriate data and the review of previous land use concepts are summarized below. The complete Market Analysis and Development Potentials report is found in Appendix A.

residential

- o The luxury condominium market is overbuilt at present, but a strong long-term potential exists. Increased amenities and interim mixed-use development can set the stage for the timely development of luxury condominiums.
- o Middle income condominiums (\$60,000 to \$100,000) can be supported by the market at a density of 60 units per acre (and higher) and with existing land prices. Given current land prices, lower density development (24 units per acre) is not feasible.
- o Moderate income/rental units can be provided only through the rehabilitation of existing buildings.

retail

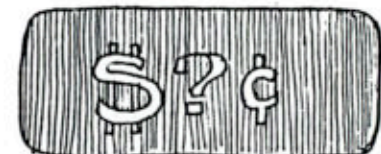
- o An excellent potential exists for a marina-oriented specialty center, with emphasis on restaurants and food service appealing to conventioners, other visitors, and area residents. The speciality center should be part of a mixed-use center with hotel and office uses.
- o As housing develops, a market will exist for community-oriented retail in the South Shore area, particularly along Fifth Street and Washington Avenue.

office

- o Professional offices in the marina-oriented mixed-use development exhibit a market potential.
- o As the area develops and after the above initial development is fully leased, additional professional office space could be supported along Fifth Street.

hotel

- o There is a strong potential for a new large-scale (600 to 1,000 room) destination/resort hotel at the former Kennel Club site.
- o One or two additional smaller new hotels can be built in conjunction with the marina/specialty center.
- o As new hotel facilities are developed, there will be good potential for renovating existing facilities to capture overflow and lower-priced demands.



AREA CONTEXT

WHAT ARE THE PRESENT USES AND ACTIVITIES IN SOUTH SHORE?

South Shore is a mixture of uses, structures, and activities reflecting the waves of development which have occurred over the years (see Existing Land Use Map, page 11, and Zoning District Map, page 12.) Over 46 percent of the area is in public ownership (streets, parks, public service, etc.), 29 percent is in residential or transient use, and the remainder in commercial and parking uses (see City-Owned Land Map, page 26).

The existing types of development do not foster an attractive urban neighborhood resort community environment. For example, the prime area lying between Biscayne Bay and Alton Road contains a plethora of development including government buildings and facilities (police records, marine patrol, maintenance areas, etc.), the Miami Beach Marina, and two subsidized housing developments. Most of these uses do not take advantage of their location which is one of the most positive features of the South Shore area.

Before it was recently demolished, the Kennel Club and its attendant parking along the oceanfront was another example of failure to utilize South Shore's potential. The intermingling of warehouses and

residences in the southern part of the site is still another example of incompatible land uses placed together. In addition, since few personal services and commercial uses are located in South Shore, residents must travel out of the area for necessary goods and services.

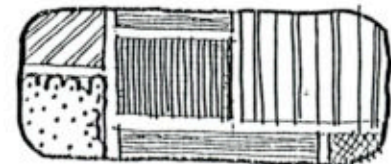
South Shore's basic land-use districts are delineated by the existing major circulation corridors. Fifth Street, the major east-west corridor, contains mostly residential and commercial activities, with numerous automotive uses, several small hotels, and some residential structures.

The district east of Washington Avenue running south to Biscayne Street contains a mixture of old and new, small and large apartment buildings; nursing homes; hotels; city parks; a branch library; and synagogues. The majority of the structures in this area are in relatively good condition with only minor deficiencies (see Existing Condition of Structures Map, page 28, and Age of Existing Structures Map, page 25). As noted, the Miami Beach Kennel Club was formerly located in this area, but more

appropriate uses for the site are now contemplated.

The core district - - which lies between Washington Avenue and Alton Road - - is predominantly residential in character and contains some of the oldest structures in South Shore; but the southern portion contains a mixture of warehouses, residences and apartment buildings, many of which are in a state of deterioration. The Miami Beach Police Station, which is located in this district, will be relocated as soon as a new building is completed on the old City Hall site.


Also located in this area is the South Beach Elementary School. Closed in 1978 because of the small number of students attending it, the school building was leased to the City of Miami Beach, first for South Shore Redevelopment Agency headquarters and more recently for CETA-funded city programs. The lease has now been cancelled, however, and the School Board plans to repair and reopen the facility as an Adult Education Center.

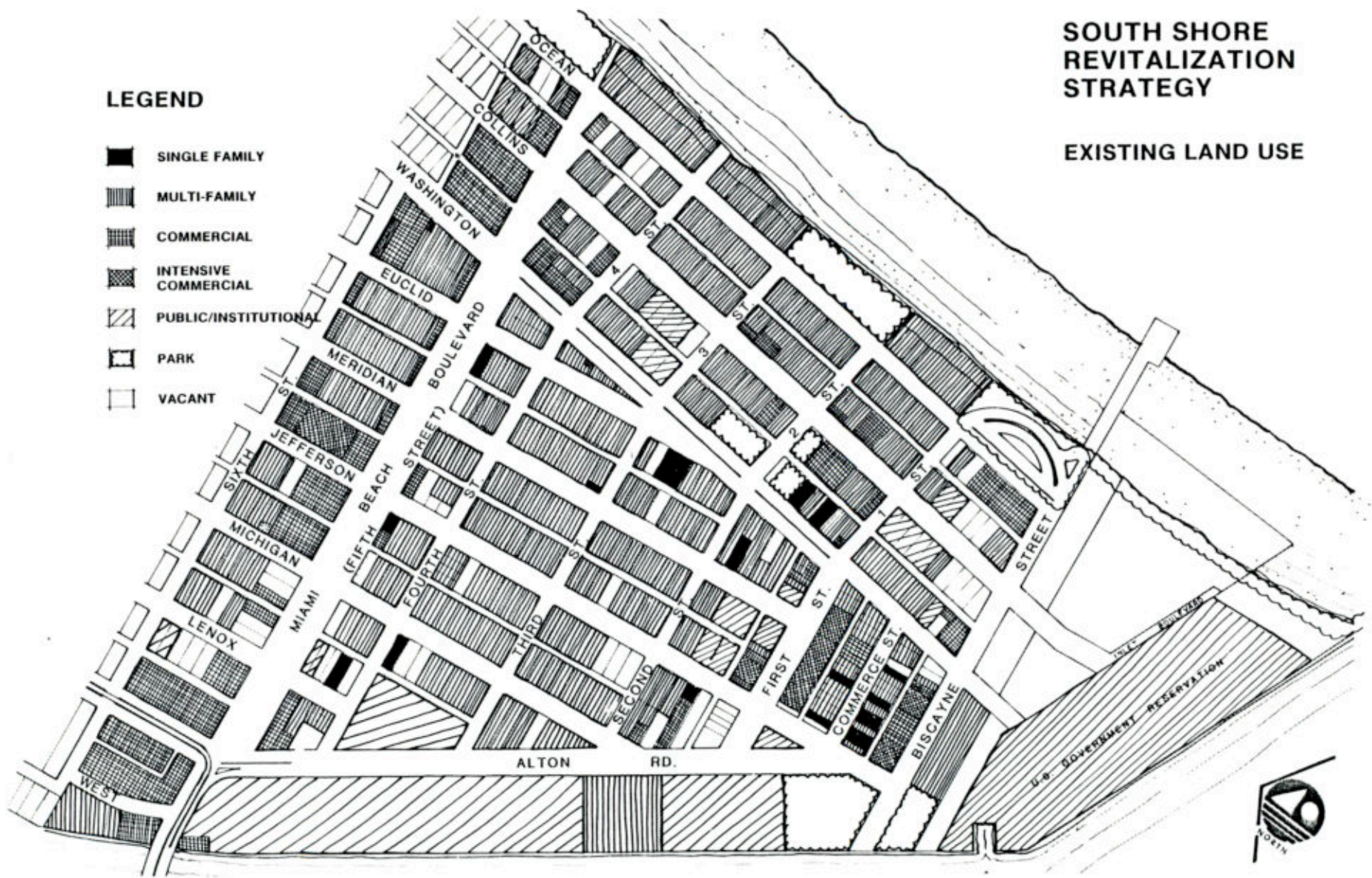


SOUTH SHORE REVITALIZATION STRATEGY

EXISTING LAND USE

LEGEND

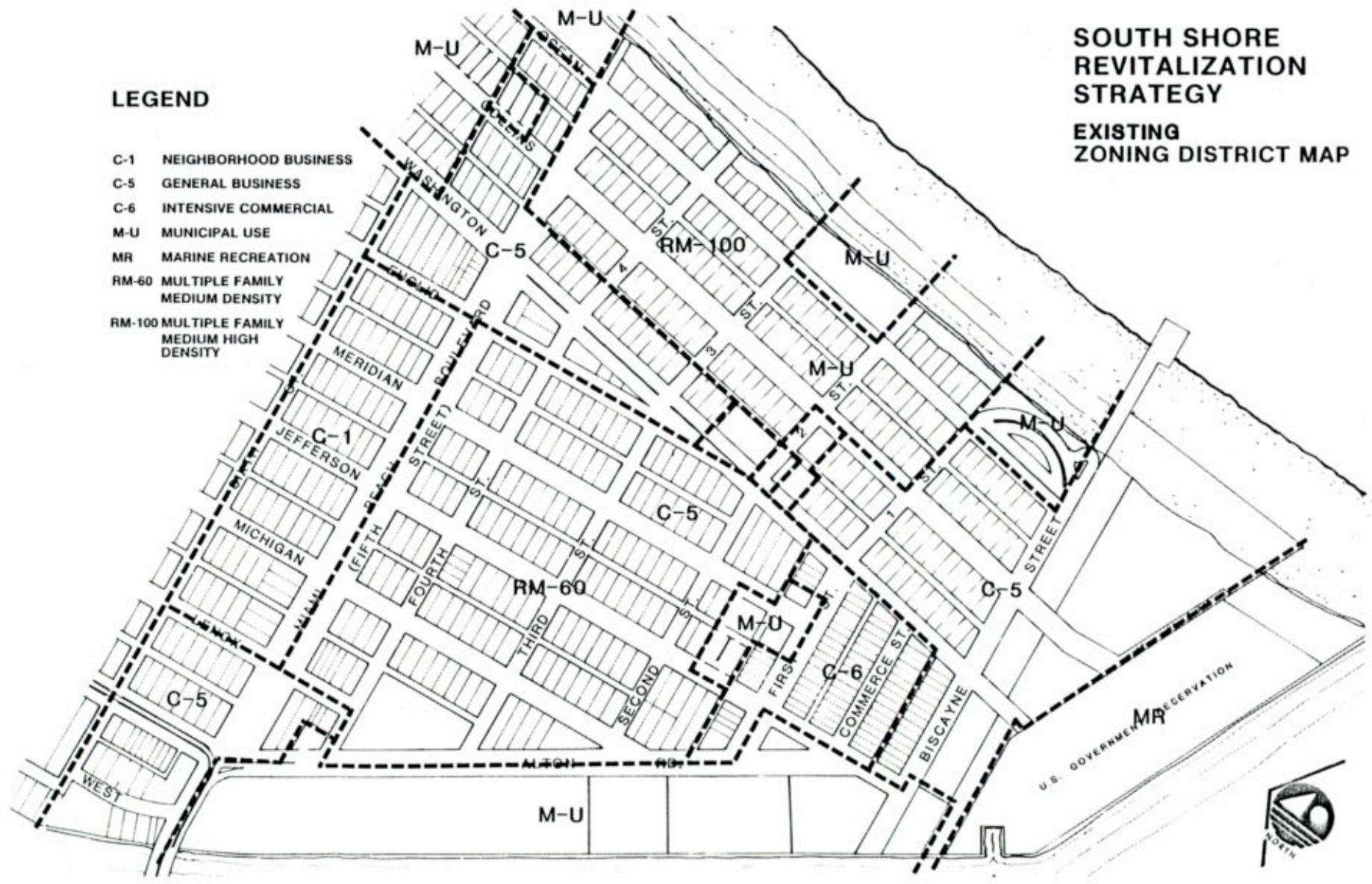
-  SINGLE FAMILY
-  MULTI-FAMILY
-  COMMERCIAL
-  INTENSIVE COMMERCIAL
-  PUBLIC/INSTITUTIONAL
-  PARK
-  VACANT



LEGEND

- C-1 NEIGHBORHOOD BUSINESS
- C-5 GENERAL BUSINESS
- C-6 INTENSIVE COMMERCIAL
- M-U MUNICIPAL USE
- MR MARINE RECREATION
- RM-60 MULTIPLE FAMILY MEDIUM DENSITY
- RM-100 MULTIPLE FAMILY MEDIUM HIGH DENSITY

**SOUTH SHORE
REVITALIZATION
STRATEGY
EXISTING
ZONING DISTRICT MAP**



As previously described, the fourth major land use district lies between Alton Road and Biscayne Bay and extends south along Government Cut. Most of the land is owned by the City of Miami Beach. The site, formerly used by the U.S. Army Corps of Engineers, is now being planned for the South Shore Park (see Schematic Design Map, page 14). The central marina facilities located in this district will shortly be under construction and will feature landscaped entry interim parking and central marina-related activities, including dock master's house, ship supplies, etc.

ENVIRONMENTAL FACTORS

WHAT IS THE ENVIRONMENTAL CONTEXT?

Location and climate are South Shore's most important assets. The presence of water on three sides allows the site to make a strong, cohesive statement and to benefit from a potentially superb visual amenity. In the past, this potential has been mostly unrealized, largely because of the partial wall of buildings blocking access and view of the ocean, the presence of the Miami

Beach Kennel Club and the U.S. Army Corps of Engineers District Headquarters along Government Cut. Revitalization of South Shore must respond to the site's unique location and the proximity of the ocean and bay.

The subtropical marine climate of Miami Beach, with its persistent flow of air, offers the potential for site plans and architectural designs that utilize this natural cooling process. The climate is characterized by long, warm, wet summers and short, mild, dry winters. The generally warm temperatures average around 76 degrees, with an annual range of 15 degrees. A southeasterly flow of air, averaging about 8 miles per hour, mitigates the warmer temperatures and higher humidity of the summer months.

Another significant although infrequent environmental influence on South Shore is the potential for hurricanes passing over or near Miami Beach. While the possibility of a hurricane occurring in any specific year is almost impossible to forecast, experience indicates that hurricane winds will affect the Miami Beach area on the average of once every seven years.

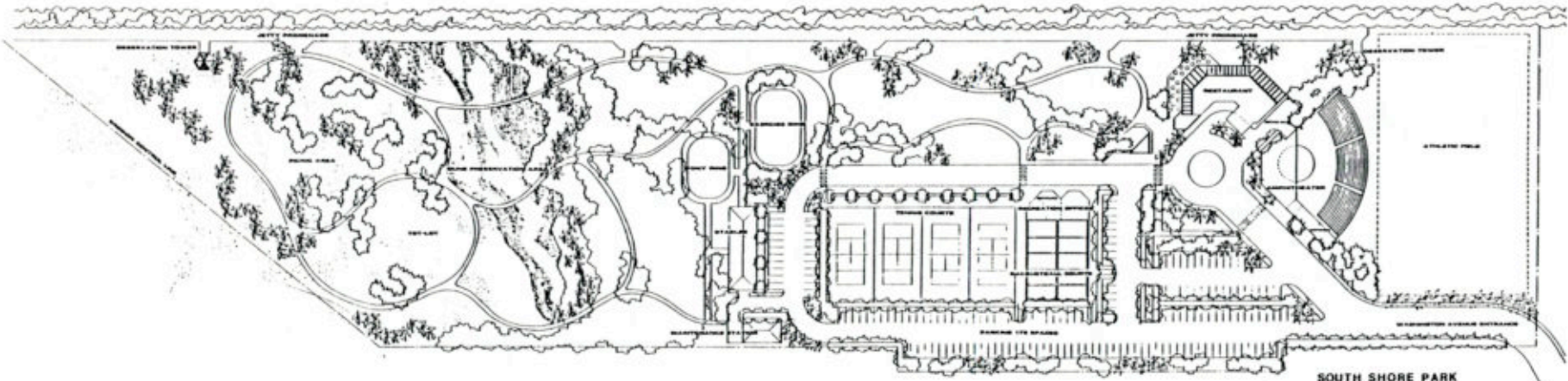
Because of the possibility of flooding associated with hurricanes along the coastline, coastal regulations have been formulated based on the 100-year flood criterion (see Environmental Constraints Map, page 15). South Shore falls into one of the flood-prone zones designated on the Federal Administration Rate Map. The required elevation for this zone is +9.0 feet NGVD. New regulations are being promulgated by the Federal Emergency Management Agency; but the proposed elevation for South Shore remains at +9.0 NGVD, except for one small portion of South Shore Park. All habitable first floor levels must be constructed at or above the +9.0 NGVD elevation. The Dade County flood criterion (for a 10-year flood) is +5.0 feet NGVD.

New construction must be set back 50-feet from the shoreline (mean high water). Construction between the 50-foot setback line and the coastal construction line must conform to special requirements set by the State.



SOUTH SHORE REVITALIZATION STRATEGY

SCHEMATIC DESIGN SOUTH SHORE PARK



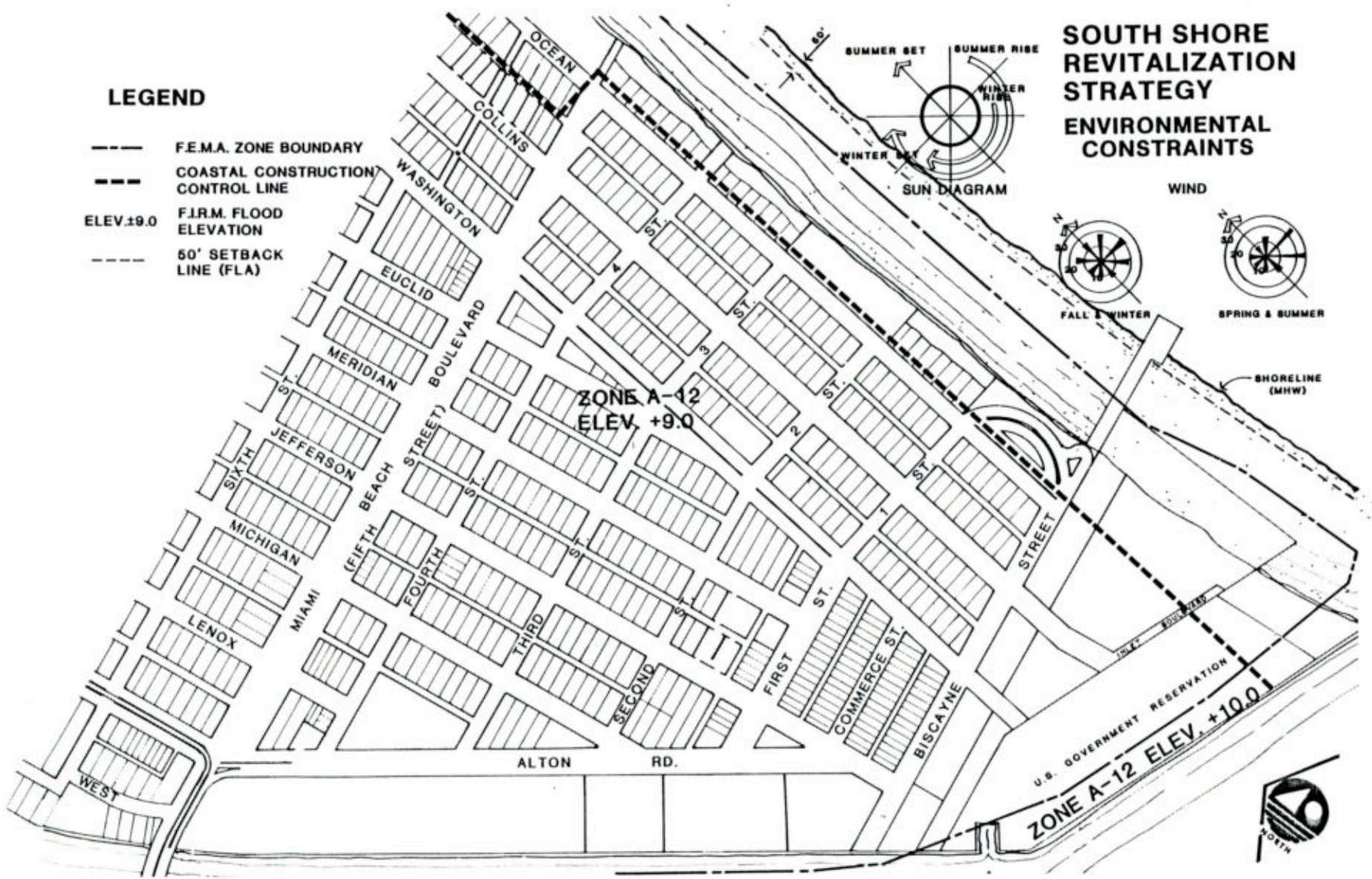
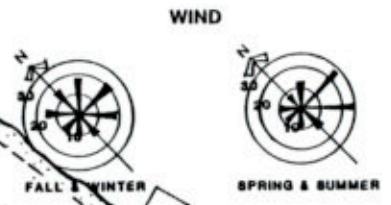
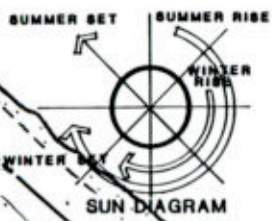
SOURCE: CITY OF MIAMI BEACH DEPARTMENT OF PLANNING

SOUTH SHORE PARK
MIAMI BEACH, FLORIDA
SCHEMATIC DESIGN
DEPARTMENT OF PLANNING
1971

SOUTH SHORE REVITALIZATION STRATEGY

ENVIRONMENTAL CONSTRAINTS

- LEGEND**
- F.E.M.A. ZONE BOUNDARY
 - COASTAL CONSTRUCTION CONTROL LINE
 - ELEV. ±9.0 F.I.R.M. FLOOD ELEVATION
 - 50' SETBACK LINE (FLA)



There are few areas of significant vegetation throughout the South Shore area. Generally, most parcels are overcrowded and lack minimal standards of open space. In many instances, a shortage of off-street parking exists. All of these factors contribute to the lack of visual focus or interest in the area.

The architecture in South Shore has, with few exceptions, not responded to its unique natural environment. Few of the structures listed by the Metro-Dade Historic Preservation District (see Existing Historical Sites/Structures Map, page 29, for location and Appendix C for complete list) have major architectural significance. Contributing to the area's overall appearance of neglect is the impact of the moratorium, which often resulted in minimum repairs and improvements being made during the past ten years.

UTILITIES

WHAT UTILITIES ARE PRESENT IN SOUTH SHORE?

Major utilities in the South Shore area include water, sewer, and storm

drainage (see Existing Water Lines Map, page 17, and Existing Sanitary Sewer Lines Map, page 18). Gas, electric power, telephone, western union, and cable television infrastructure are also present and should be considered before any specific project is recommended.

Water supply is provided from a major pipeline from the mainland along MacArthur Causeway. This pipeline extends along Fifth Street to Ocean Drive and then south to about Third Street. A branch from that line goes south along Alton Road to the elevated storage tank.

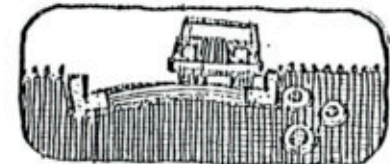
Wastewater collection is provided by a system of collector lines that consolidate into a main gravity line running north along Meridian Avenue to a pumping station outside the area. A major force main is used to transfer wastewater flow from Miami Beach to the Virginia Key Plant along Michigan Avenue to Alton Road and across the bay to Fisher Island and Virginia Key.

Storm drainage for this part of the island is positive to the bayside. Major drainage lines are in Fifth Street, Third Street and Biscayne Street.

Most other utilities consist of smaller size underground runs except for some overhead electrical lines.

Information regarding the condition of existing utilities is not available in detail; but most of the existing utilities in the South Shore area are old and their condition is questionable, particularly the individual services and smaller collector systems. The capacity of these services and smaller lines to serve new development in the area would have to be examined on a case-by-case basis. Additional upgrading may be required for other utility systems in the area.

Specific opportunities exist for upgrading the water supply and sewer systems in the event of new development. These opportunities are reflected in the Revitalization Strategy Plan.

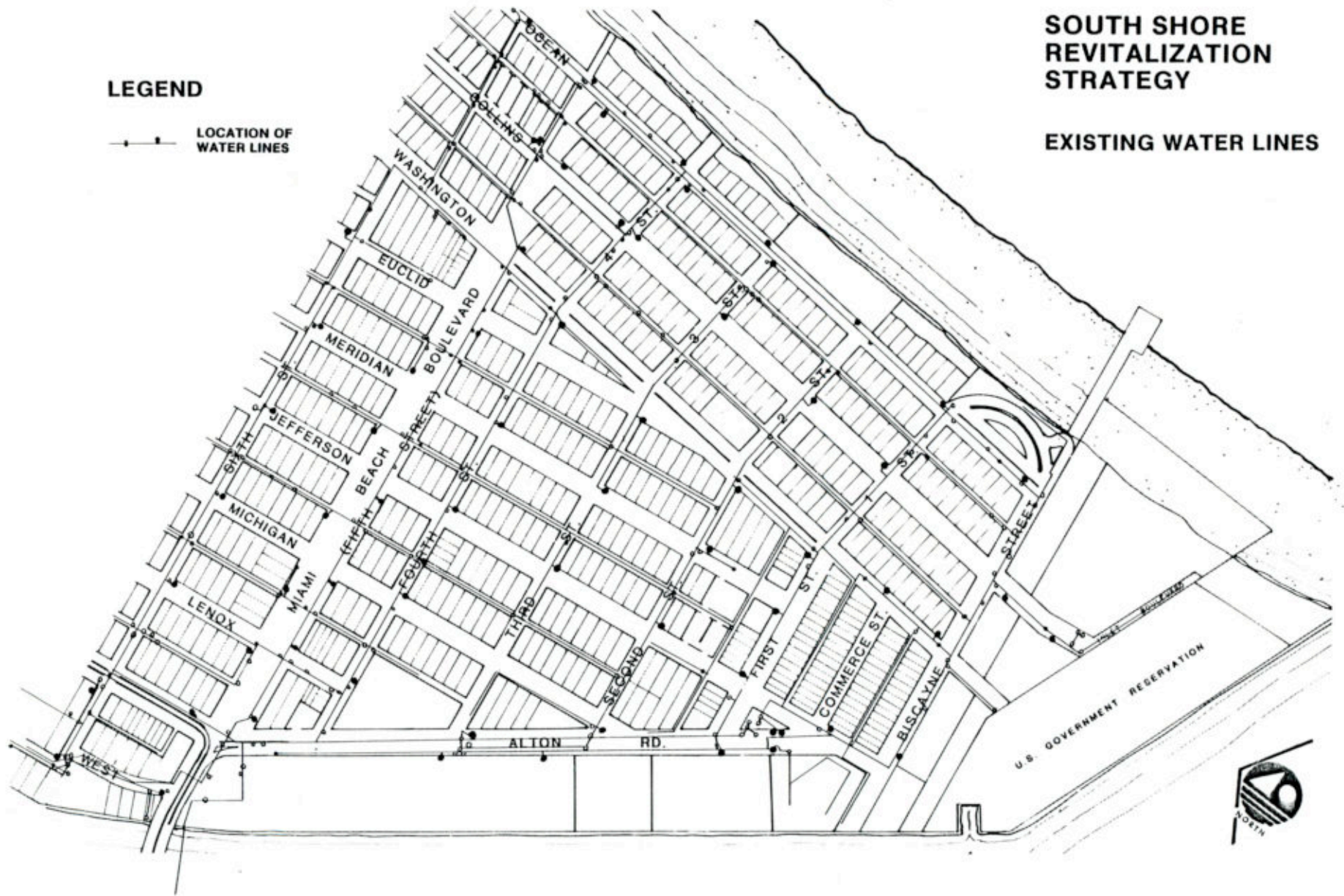


SOUTH SHORE REVITALIZATION STRATEGY

EXISTING WATER LINES

LEGEND

—●— LOCATION OF
WATER LINES

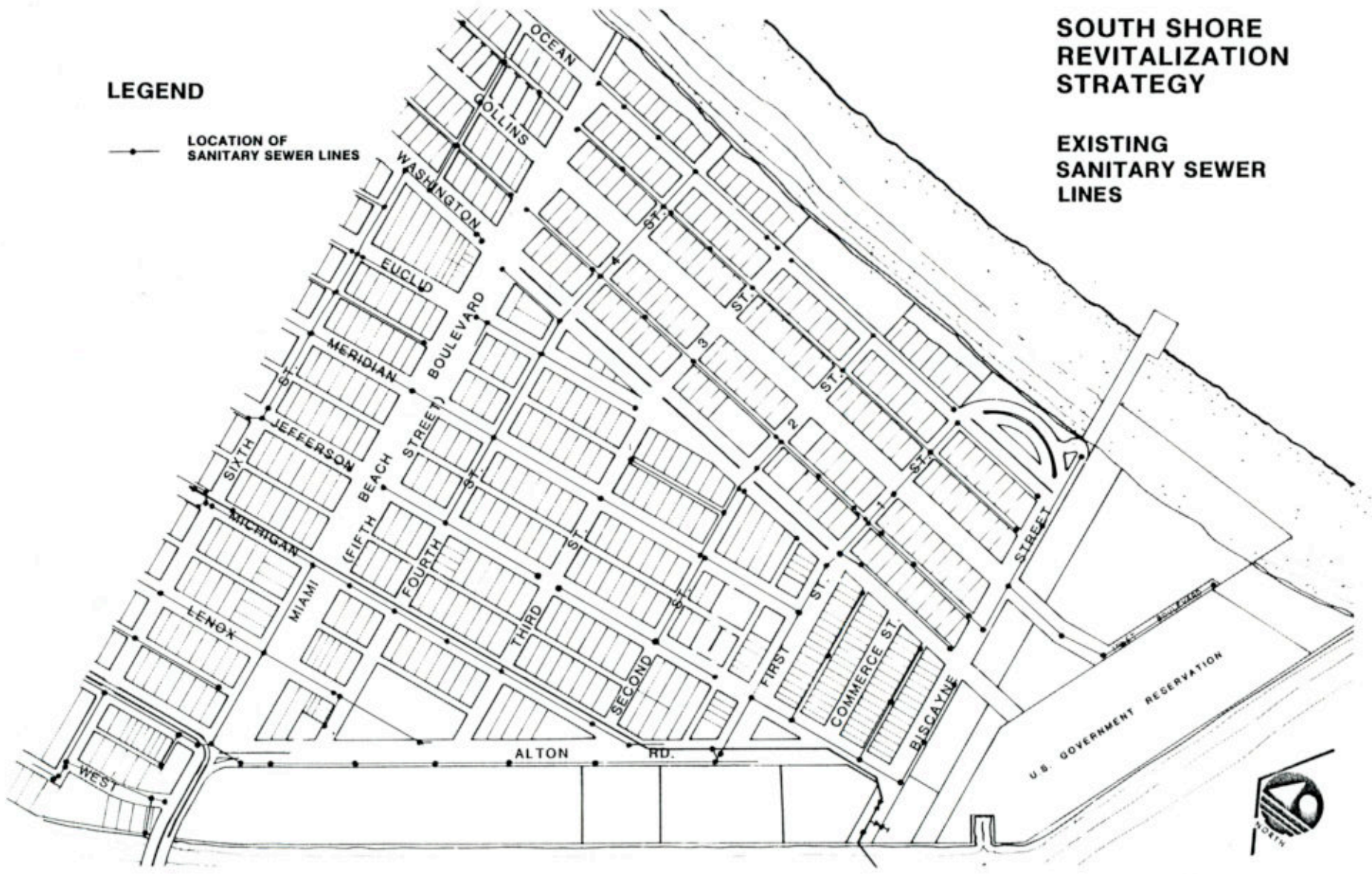


SOUTH SHORE REVITALIZATION STRATEGY

EXISTING
SANITARY SEWER
LINES

LEGEND

—●—
LOCATION OF
SANITARY SEWER LINES



CIRCULATION AND ACCESS

WHAT IS THE CAPACITY AND CONDITION OF THE EXISTING SYSTEM?

access

The peninsular location of the study area dictates the orientation of access patterns to and from the north and west. Fifth Street (MacArthur Causeway) is the only east-west corridor and provides the southernmost connection across Biscayne Bay. North-south access is provided by three principal corridors: Alton Road, Washington Avenue, and Collins Avenue. The provision of additional corridors, particularly in an east-west direction, is unrealistic due to the geographic constraints.

circulation

The existing combination of a grid-like street layout and superimposed diagonal corridors contributes to an awkward transportation network and potentially hazardous intersection geometrics (see Existing Roads Map, page 20, and Existing Traffic Signals Map, page 22). Of greatest concern from a safety standpoint are the following intersections:

- o Alton Road, Michigan Avenue, and Second Street
- o Alton Road, Jefferson Avenue, and Commerce Street
- o Washington Avenue and First Street
- o Washington Avenue, Euclid Avenue, and Third Street
- o Biscayne Street and Ocean Drive

A number of streets in the study area are significantly wider than necessitated by existing traffic volumes. This excess capacity is not, however, readily available, since it is consumed by on-street parallel and head-in parking throughout the various districts.

While confirming data are not readily available, on-site observation indicates that vehicular congestion in the area south of Fifth Street is minimal. Only the intersection of Fifth Street and Alton Road appears afflicted with congestion during peak periods of traffic flow.



parking

The majority of parking in the South Shore area is located on street; little off-street parking is available (see Existing On-Street Parking Map, page 21). While on-street parallel parking is acceptable, the head-in parking currently in place along Jefferson Avenue is highly undesirable. On-street parking stalls are poorly defined as evidenced by the general lack of striping or maintenance of existing striping.

mass transit

The Metropolitan Dade County Transit Authority currently operates four bus routes that serve South Shore. Planning for Stage II of Metrorail is scheduled to begin in the near future with a line to Miami Beach one of the options that will be considered. A water taxi service to be based at the South Shore Marina is also being studied and tested.

SOUTH SHORE REVITALIZATION STRATEGY

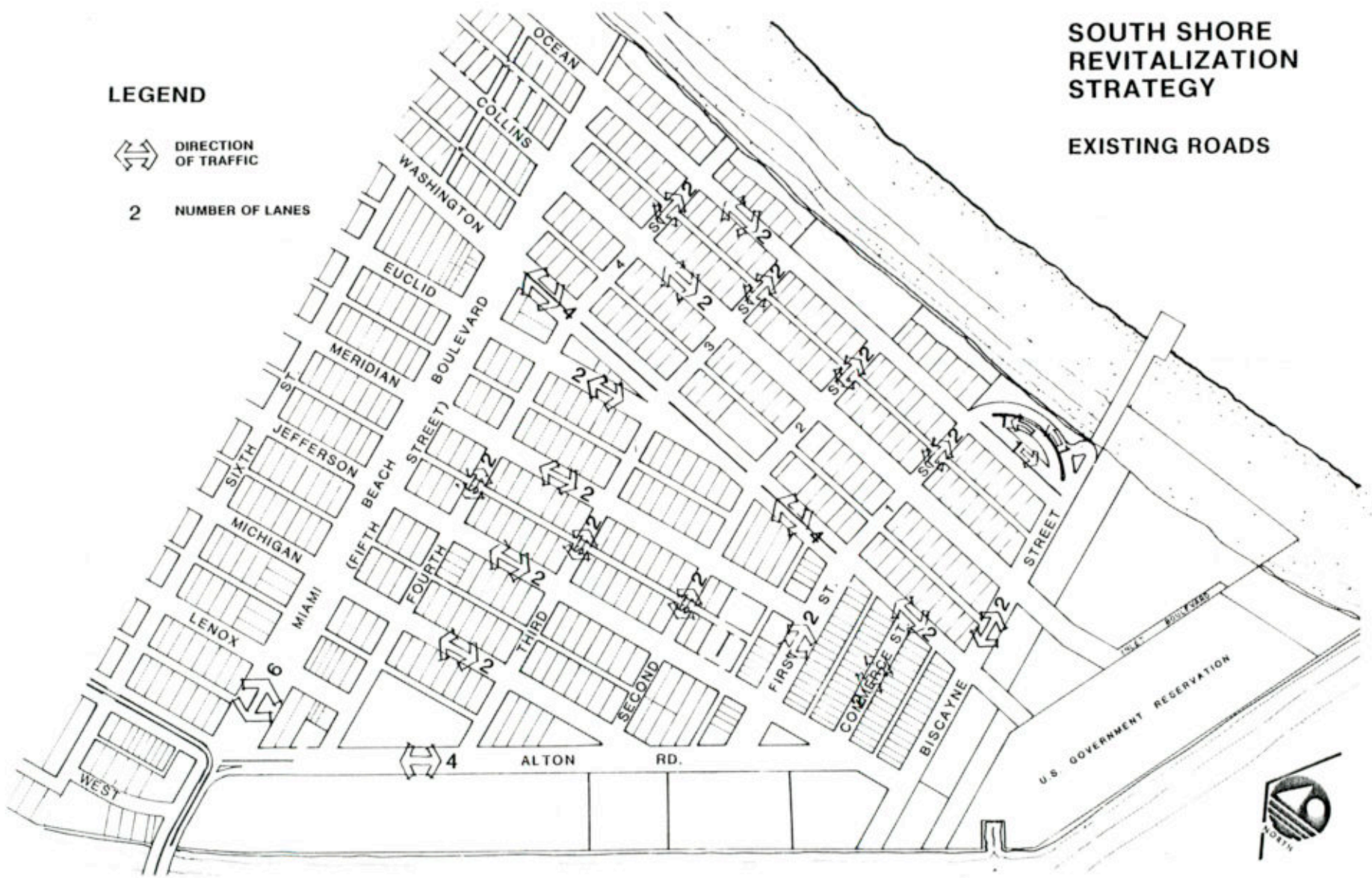
EXISTING ROADS

LEGEND



DIRECTION OF TRAFFIC

2 NUMBER OF LANES

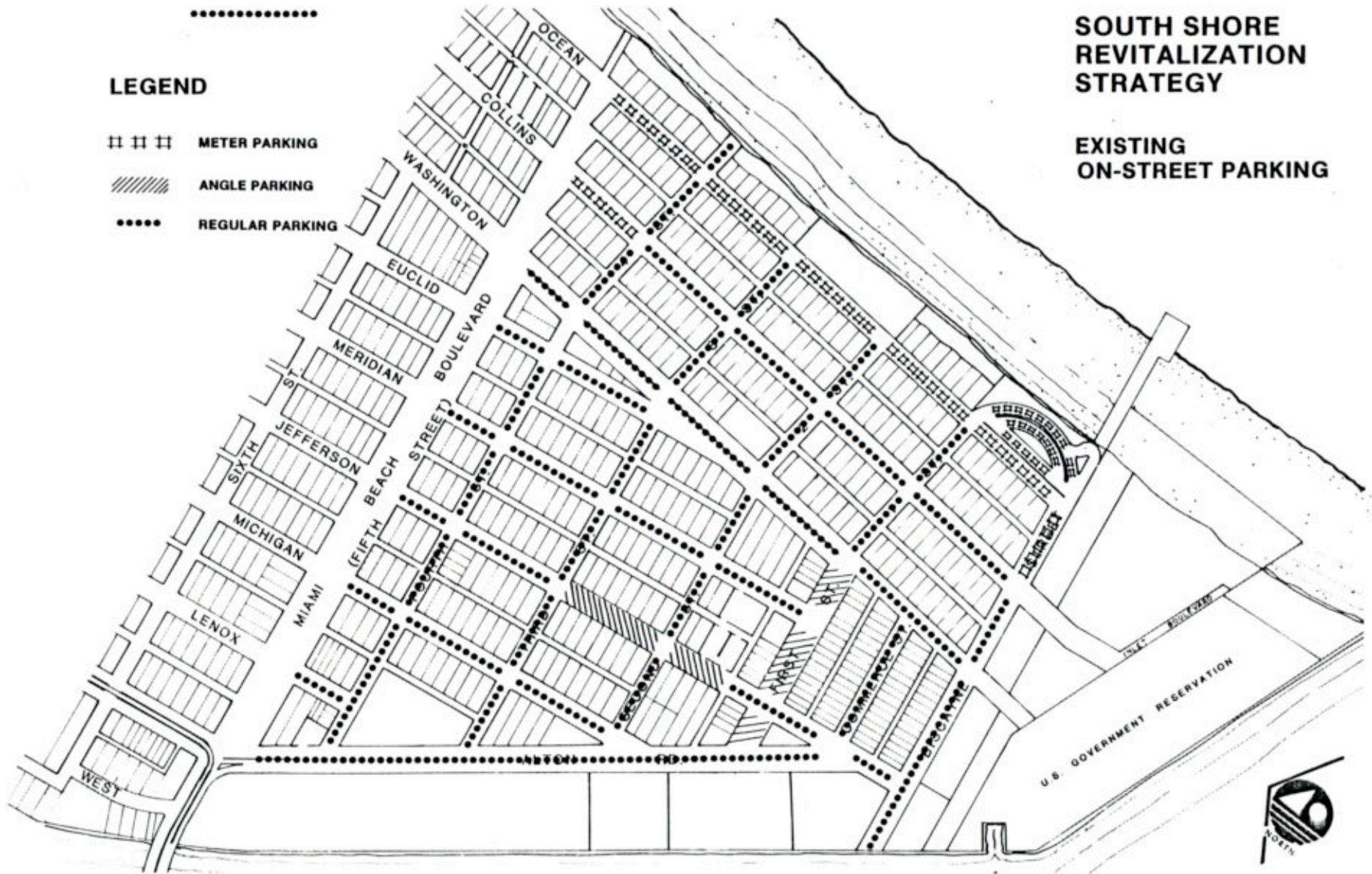


SOUTH SHORE REVITALIZATION STRATEGY

EXISTING ON-STREET PARKING

LEGEND

- ||||| METER PARKING
- ////// ANGLE PARKING
- REGULAR PARKING

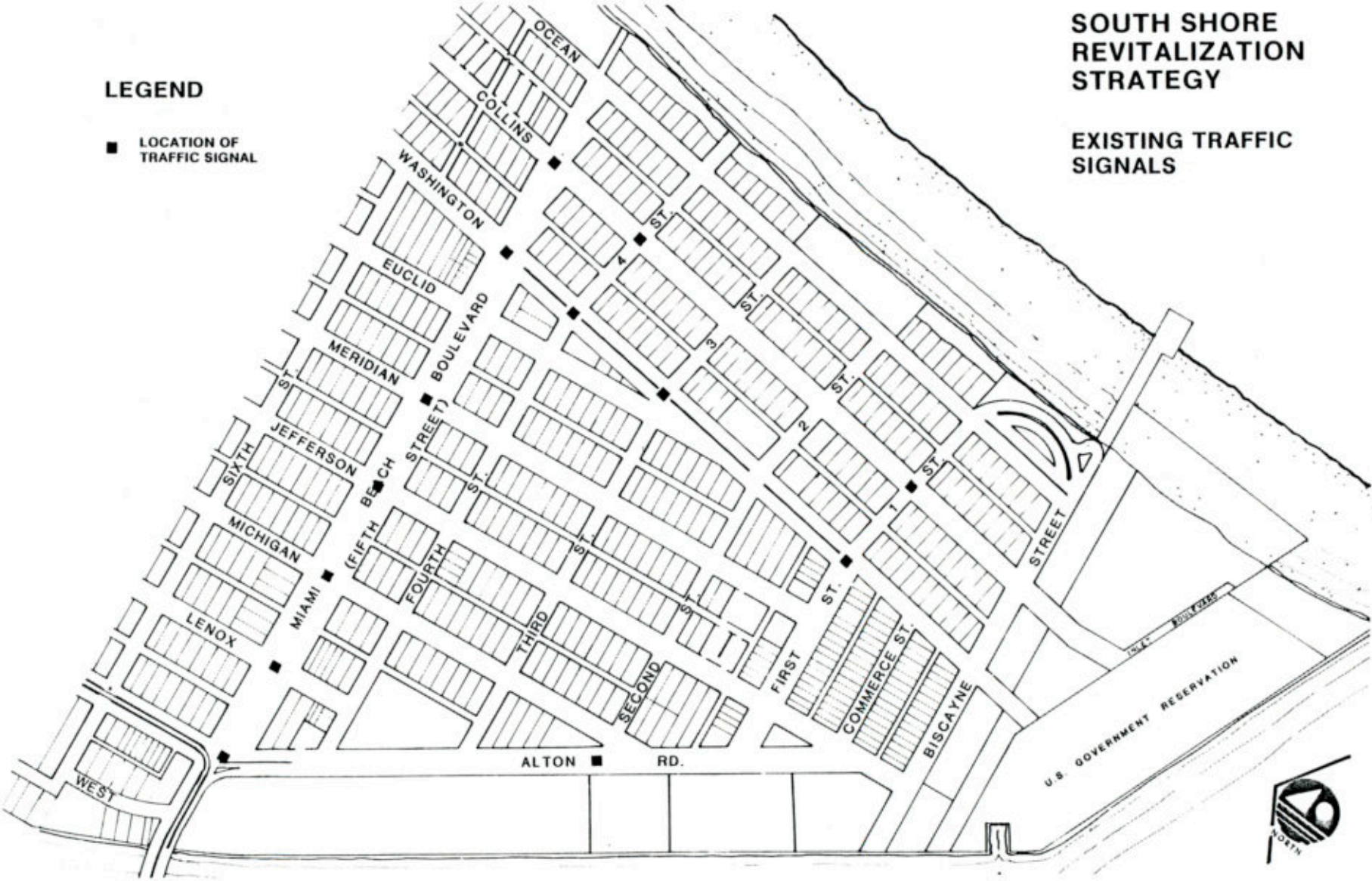


SOUTH SHORE REVITALIZATION STRATEGY

EXISTING TRAFFIC SIGNALS

LEGEND

■ LOCATION OF TRAFFIC SIGNAL



SOCIAL ASPECTS

WHO ARE THE RESIDENTS OF SOUTH SHORE?

South Shore's unique social characteristics have created significant human and physical problems which must be addressed as part of the Revitalization Strategy.

South Shore is inhabited primarily by retired persons, a majority of whom were early twentieth century immigrants. In recent years, a significant number of Cuban immigrants have chosen to live in the area, including many of the recent Mariel refugees. The median age of the approximately 6,100 persons living south of Fifth Street is close to 70 years, and the average income is well below average Dade County income.

The dominant feature of family status has been the large proportion of households without children. Of the total population, only 238 persons are children under five, and 511 are between five and seventeen.

Approximately 30 percent of the occupied housing units in South Shore are owner-occupied. This percentage

Source: 1980 Census Profiles

is much lower than the County average of 55 percent and reflects the higher density, multi-family character of the area. Twenty-five percent of the occupied units are condominiums as compared with the County average of 14 percent.

Rental units in the area are much smaller than the Countywide average (2.0 rooms as compared with 4.3 rooms) and approximately 15 percent are overcrowded. The residential vacancy rate in South Shore (13 percent) is higher than the County average (8.4 percent).

The distribution and density of residents are shown on the Existing Density - Units/Acre Map (see page 30).

SUMMARY

population

- o Growing
- o Primarily Hispanic and white

households

- o Much older than average
- o Lower income
- o Much smaller than County average
- o One-person household in six of ten cases
- o Primarily nonfamily households with no children

housing units

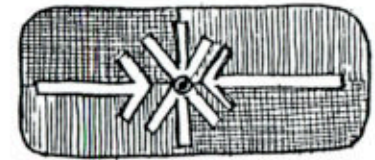
- o Primarily small and renter-occupied
- o Average rent a little less than average County rent
- o Valued less than County average
- o Characterized by a level of overcrowding above County average



SUSCEPTIBILITY TO CHANGE

The results of the foregoing analysis were synthesized to determine significant site development opportunities. Using a system of graphic overlays, the Susceptibility to Change Matrix below was developed to show the relationships and degrees of development potential among five issues and six existing conditions. This information was then translated onto one map of South Shore (see Susceptibility to Change Map, page 31). The conditions in the Susceptibility to Change Map and in the maps on the following pages are:

- o Age of existing structure
- o City-owned land
- o Parcel aggregation
- o Condition of existing structures
- o Existing historical sites and structures
- o Existing density - units per acre



MATRIX



POLICY	city parks programmed to remain			city owned land available for development
SOCIAL VALUE	Rebecca & Hope Towers	significant historical bldgs/sites	other historical bldgs/sites	aggregated parcels (5 or more) if no other constraints
COSTS	library & community center in parks	significant utilities in ROW.		
RELOCATION		condos		
CONDITION		new buildings good condition	moderately old building fair condition	old buildings poor condition

SOUTH SHORE REVITALIZATION STRATEGY

AGE OF EXISTING STRUCTURES

LEGEND



-  1960 - PRESENT
-  1940 - 1959
-  BEFORE 1939

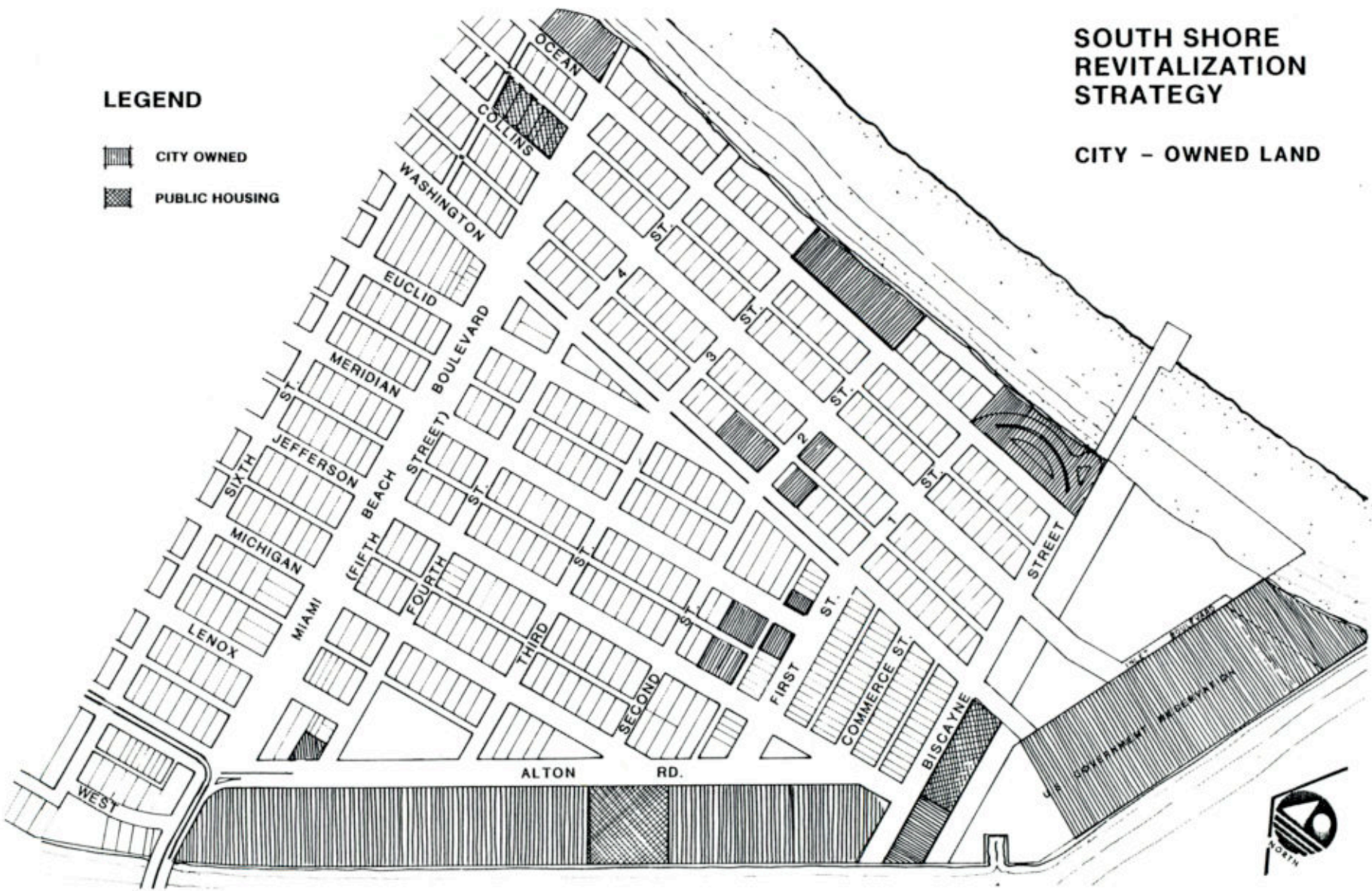


SOUTH SHORE REVITALIZATION STRATEGY

CITY - OWNED LAND

LEGEND

-  CITY OWNED
-  PUBLIC HOUSING



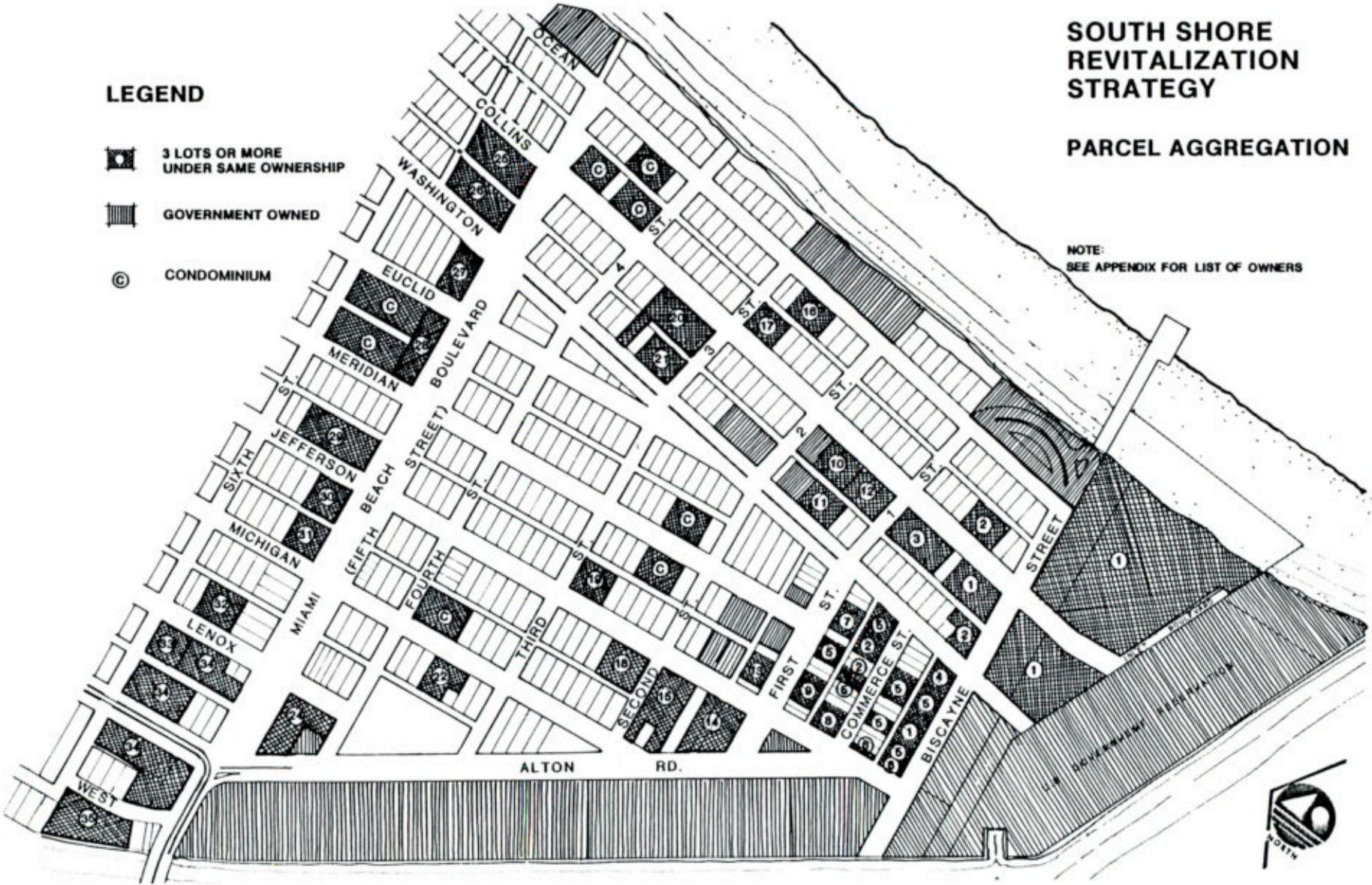
SOUTH SHORE REVITALIZATION STRATEGY

PARCEL AGGREGATION

LEGEND

-  3 LOTS OR MORE UNDER SAME OWNERSHIP
-  GOVERNMENT OWNED
-  CONDOMINIUM





NOTE:
SEE APPENDIX FOR LIST OF OWNERS

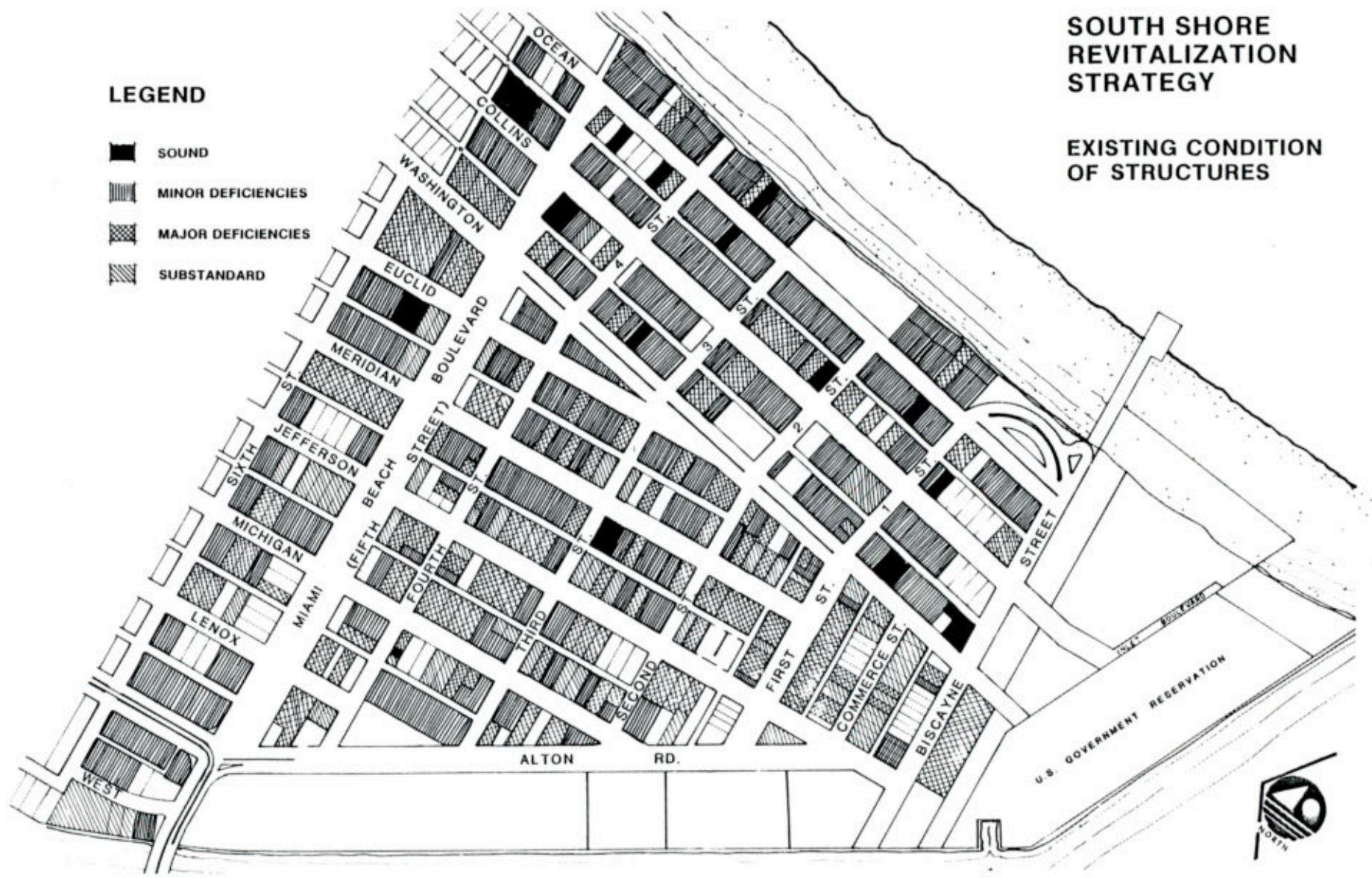


SOUTH SHORE REVITALIZATION STRATEGY

EXISTING CONDITION OF STRUCTURES

LEGEND

-  SOUND
-  MINOR DEFICIENCIES
-  MAJOR DEFICIENCIES
-  SUBSTANDARD

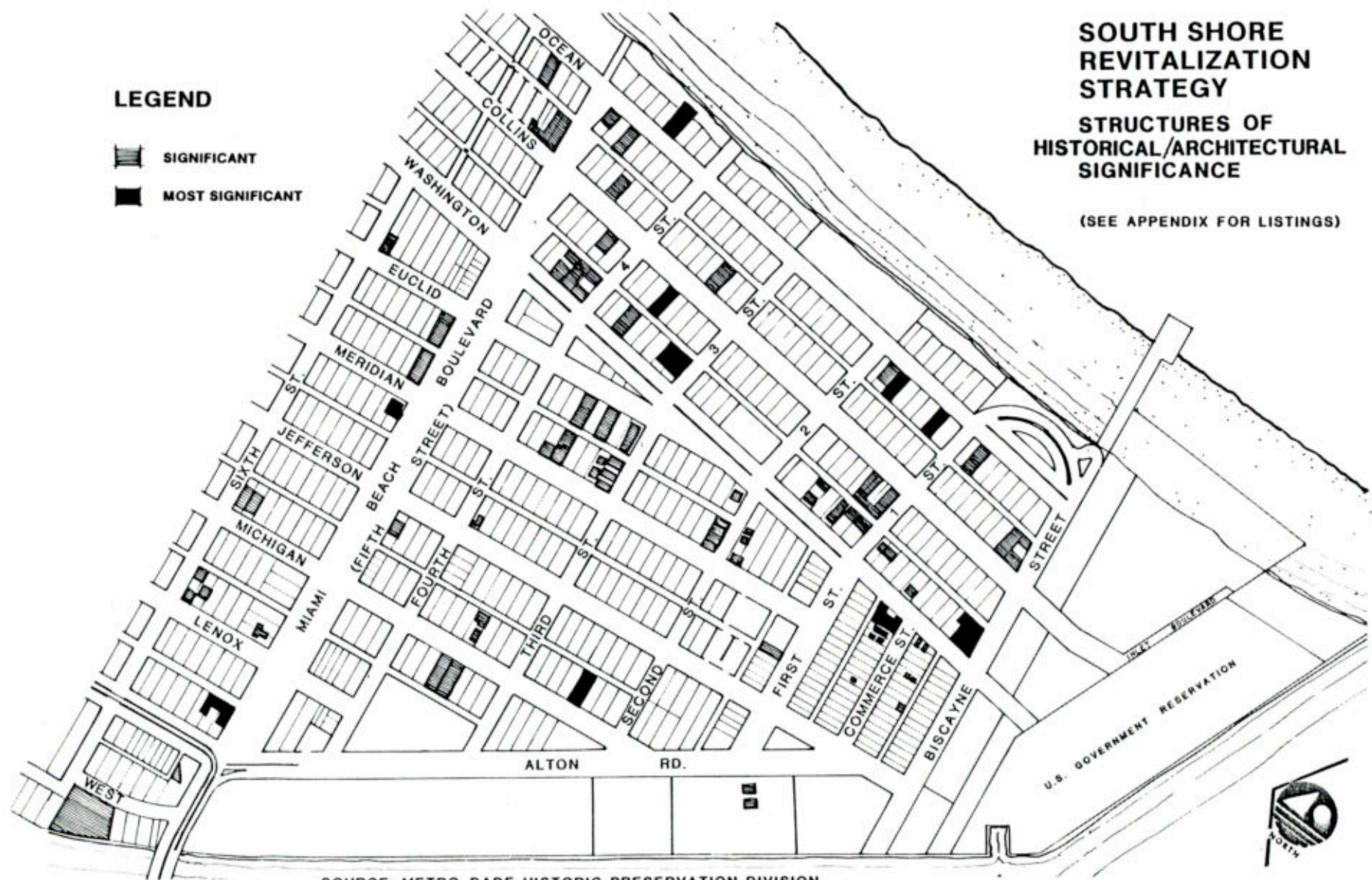


**SOUTH SHORE
REVITALIZATION
STRATEGY**
**STRUCTURES OF
HISTORICAL/ARCHITECTURAL
SIGNIFICANCE**

(SEE APPENDIX FOR LISTINGS)

LEGEND

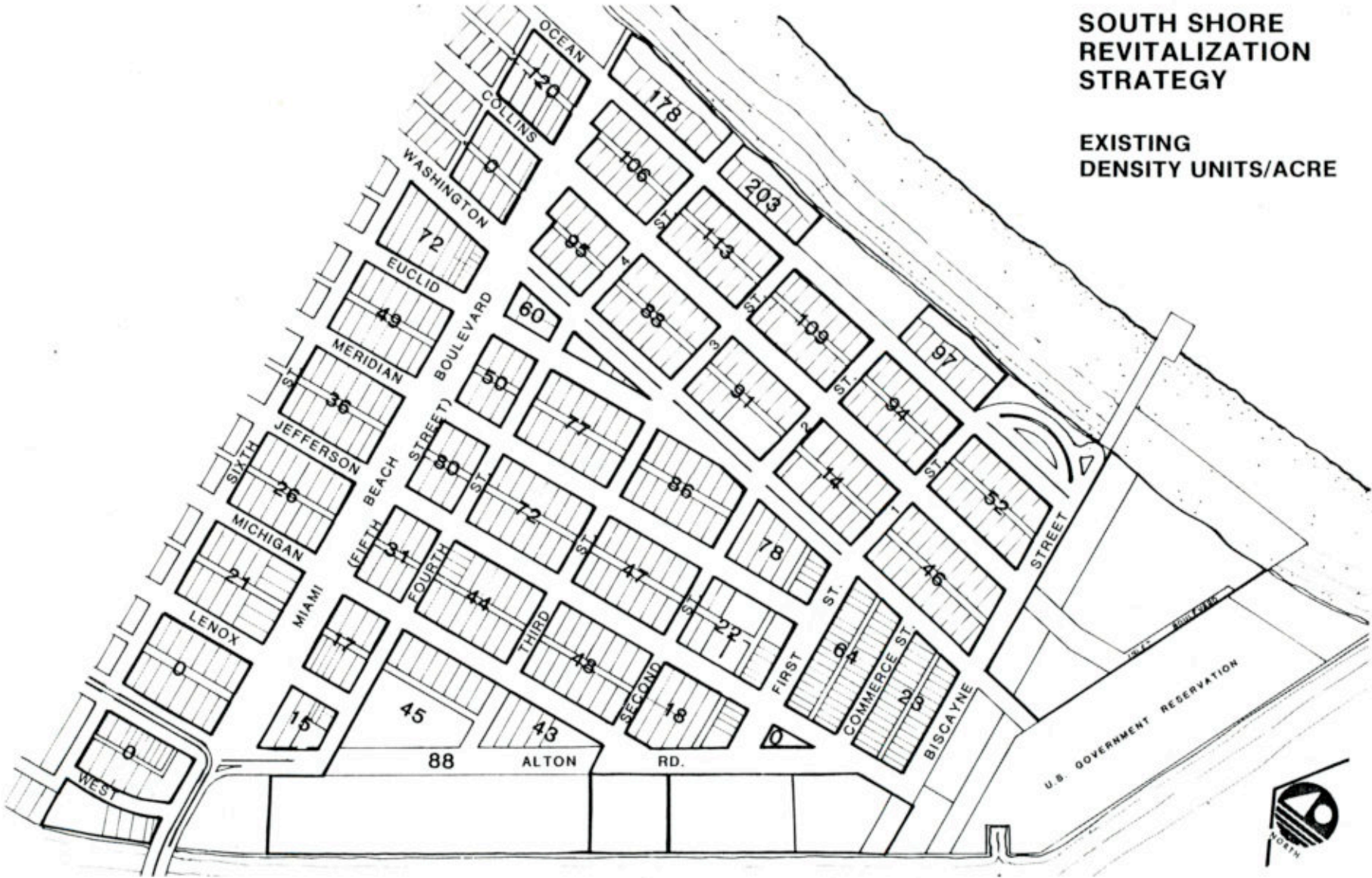
-  SIGNIFICANT
-  MOST SIGNIFICANT



SOURCE: METRO-DADE HISTORIC PRESERVATION DIVISION

SOUTH SHORE REVITALIZATION STRATEGY

EXISTING
DENSITY UNITS/ACRE

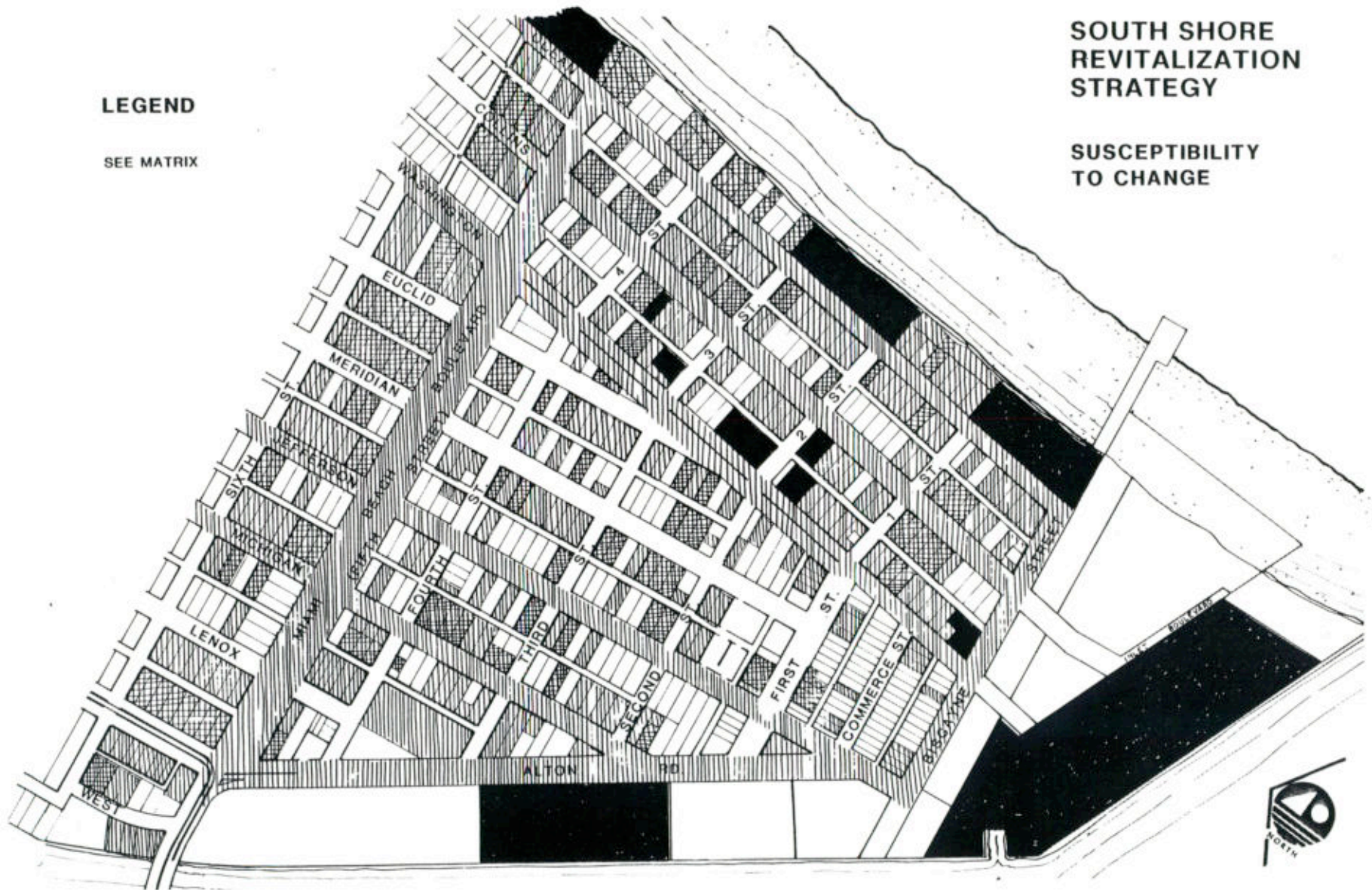


LEGEND

SEE MATRIX

**SOUTH SHORE
REVITALIZATION
STRATEGY**

**SUSCEPTIBILITY
TO CHANGE**



6. PROBLEMS AND OPPORTUNITIES

PURPOSE

The following presentation of problems and opportunities essentially summarizes the analysis and evaluation of the planning data and the issues affecting the revitalization of South Shore. The summarization process consolidated the focus, identified the key issues, and set forth development constraints and stimulants. This summary was then used to establish direction for plan development, especially in the generation of goals and objectives.

South Shore is a unique and complex blend of many forces - - social, economic, physical - - that have been allowed to remain mostly static for many years to the detriment of the entire area. The new Revitalization Strategy will allow for important changes and for creative development on a realistic, obtainable scale.

ISSUES

The basis for the problem and opportunity analysis constituted issues central to the revitalization of South Shore - - issues that have been filtered and sifted out during the analysis and evaluation process.

In the following pages, each issue area is identified and specific problems and opportunities listed. The six central, driving issues addressed are:

Overall form - definition of the planning area including general shape, limits, and structure.

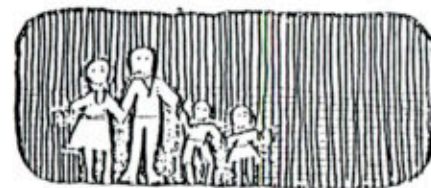
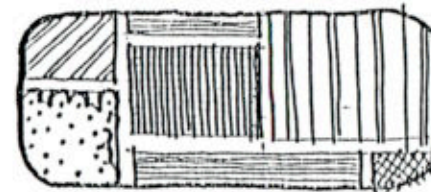
Land use relationships - the internal arrangement of uses, the definition and reorganization of the diverse use areas, and the links to blending or separating them.

Circulation and parking - the relationships and needs of through-traffic and local traffic, with emphasis on traffic separation, parking, and pedestrian movement.

Urban design - third dimension characteristics of the area including mass, scale, activity, and design quality.

Economic prospects - the potentials for the plan based on sound economic assumptions.

Social considerations - the unique demographic composition, trends and needs of the area.



ISSUE: OVERALL FORM

context

- o The overall form and structure of the area are poorly defined.
- o The revitalization area is a legally defined district and a "mental image."
- o Physically, South Shore is not a coherent, readily identifiable, functional place.

problems

- o Fifth Street is a major barrier
- o Entry areas are not well defined
- o There is no true focus or central activity node
- o There are no unifying design themes.

opportunities

- o Fifth Street provides a boundary and edge for this area.
- o Change potential exists for strengthening the built form of the area.
- o The Causeway and Fifth Street area and the intersections of Fifth Street with Washington Avenue and Ocean Drive are potentially powerful and positive entry areas.
- o Historic resources can be used to develop thematic/design areas
- o Maritime restaurants (bayside, oceanfront and Government Cut areas) can contribute design theme and focus.
- o Several opportunities exist for uniting major districts:
 - Visual pedestrian links
 - Physical/structural connections
 - New land use arrangements
 - Roadway improvements.

ISSUE: LAND USE RELATIONSHIPS

context

- o There is a need to organize, blend and, when necessary, separate uses.
- o Uses must be aligned to support, complement, and define a diverse urban neighborhood/resort community.
- o Use areas with specific identities must be recognized.
- o Linkages must be developed to connect various districts.

problems

- o Pedestrian ways are ill defined.
- o Distances between Convention Center, hotel districts, etc., discourage any spin-off uses.
- o Existing "intensive commercial" uses are not compatible with urban neighborhood/resort community.
- o No retail core or focus exists.
- o Many marginal businesses are located within the area.
- o The school site is not centrally located and acreage is very limited.

opportunities

- o A positive communitywide attitude exists relative to the revitalization of area.
- o Distinct land uses can be defined.
- o Land and structures are available for redevelopment, restoration, and reuse.
- o A hotel/resort project at the old Kennel Club site should stimulate development of area.
- o Marina and upland marina area projects should stimulate development of area.
- o Fixed locational resources give a sound base for new construction.
- o An effective parking/pedestrian system can overcome most of the negative land use relationships.

ISSUE: CIRCULATION AND PARKING

context

- o Functional separation of through-traffic and the traffic with an internal destination is desirable.
- o Provision of a workable, practical internal automobile circulation pattern is needed.
- o A complementary yet protected pedestrian environment must be included.
- o A parking system satisfying the multiple demands for employee shopping and resident/visitor requirements must be provided.
- o An areawide parking system which is usable by everyone must be provided.
- o Assistance in cutting down on street circulation through convenient and proper location of parking resources must be addressed

problems

- o There is a limited number of linkage points to the external system.
- o The transit system is inadequate.
- o Sidewalks meet neither minimal objective standards nor any qualitative standards.
- o Numerous intersections along Fifth Street add to potential conflicts.
- o The area contains a number of poorly designed intersections.
- o The locations and numbers of public parking spaces are limited.
- o On-street parking decreases road capacities.

opportunities

- o Improvements have been contemplated by the Department of Transportation.
- o Traffic with internal destinations can be intercepted by the locations of public parking resources.
- o Alleys and street rights-of-way can be used creatively for pedestrian movement.
- o Effective signage and traffic signal control systems can be part of the program.
- o Improved and increased bus/transit operations can be provided.
- o A strong arterial loop is possible.
- o Water taxis have potential.
- o There should be a bikeway link up with City system.
- o A "scenic corridor" link-up along the oceanfront can be encouraged.
- o New development will encourage a more accessible parking system.
- o Parking and buildings can be jointly developed.

ISSUE: URBAN DESIGN

context

- o There is a lack of cohesive structure.
- o Open spaces are poorly defined.
- o The texture of existing development varies.
- o Present structures fail to fully address and recognize the natural assets of sun, wind, views, ocean, bay, and Government Cut.

problems

- o Existing spaces are of poor quality.
- o Utilization of landscape materials and features is inadequate.
- o Distribution of activities is poor.
- o Many historical buildings are used and treated in an insensitive manner.
- o There are no design themes.
- o There is a lack of spatial sequences which would create visual design unity.
- o The massing of South Shore development is uniform, providing for little visual interest.

opportunities

- o A number of historic buildings offer potential for continuity and style.
- o Utilization of alleys for pedestrian circulation is possible.
- o Accessible activity nodes can be organized.
- o Areas are available for introducing complementary urban uses.
- o South Shore Park can provide a visual design link between the bay and oceanfront development.

ISSUE: ECONOMIC PROSPECTS

context

- o South Shore's growth and success are linked with the health and vitality of region.
- o Investor confidence and participation are necessary, so it is critical that the plan be based on sound economic assumptions.

problems

- o Competition from other sectors is uncertain.
- o There is no clear definition of special development projects (somewhat a "wait and see" attitude).
- o Financing sources and methods for specific projects are not identified.
- o The luxury condominium market is currently saturated.
- o Little demand for offices on Fifth Street is projected.
- o Land for a theme park is not readily available.
- o Available land for marina-related development is limited.

opportunities

- o A large-scale destination resort can be developed at the old Kennel Club site.
- o There is a potential market for an office with marina/retail complex.
- o A small hotel related to the marina complex should help create image.
- o The specialty retail/entertainment market related to the marina should be investigated.
- o A community-related retail market along Fifth Street may exist.
- o Integration of oceanfront parks with adjacent parcels is possible.
- o Moderate income/rental market is possible through rehabilitation of existing units.
- o The potential exists to maximize elderly, low, and moderate income housing and to minimize relocation within overall plan.
- o Community facilities such as schools, community center, etc. can be provided.

ISSUE: SOCIAL CONSIDERATIONS

context

- o The demographic composition of the area presents special problems and opportunities.

problems

- o There has been a major influx of Mariel refugees into the project area.
- o Many existing residents need food, housing, transportation, health care, jobs, and language assistance.
- o The influx of Mariel refugees has significantly affected schools at the elementary school level.
- o Estimates of Haitian refugees vary from 260 to 700.
- o Over one-half of the city's population is over 65.
- o Rent in the area is \$137 per month (compared with the City's average of \$275 per month).
- o The health problems of the elderly and poor are a serious consideration.
- o The median income of the area is \$8,589 (compared with the City's average of \$12,857).
- o Out-patient clinics are often inaccessible.
- o Health services are expensive and insufficient.

opportunities

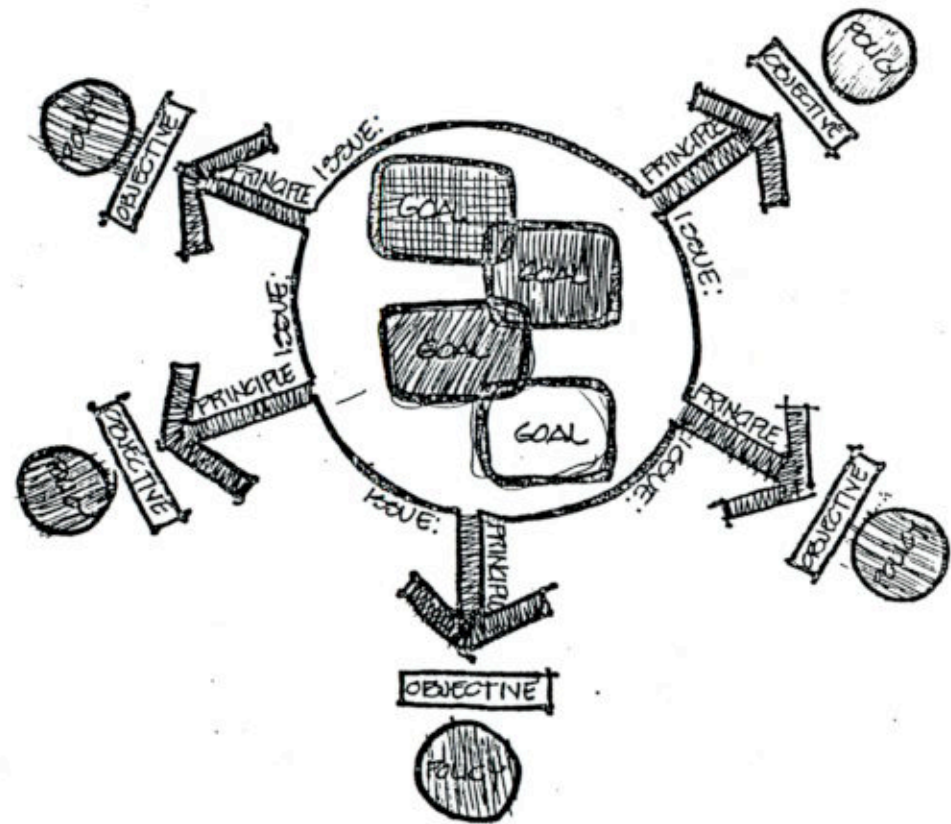
- o A working task force could be created to formulate overall social programs.
- o Commitment to obtain additional State/federal funding for programs can be encouraged.
- o The State and County can be encouraged to establish a "work fare" program.

6. GOALS AND OBJECTIVES

INTRODUCTION

At its January 11, 1983 meeting, the PAD Committee for South Shore endorsed a series of revitalization policies to guide the development of the South Shore Revitalization Strategy. Additional PAD Committee meetings and workshops reinforced and emphasized the PAD Committee's goal of providing a viable, flexible framework for revitalizing South Shore, a framework that will employ strict development control mechanisms and involve minimum property condemnation and acquisition.

Using the PAD policies as a guide for further definition and refinement, the following goals and objectives were developed as the guiding principles for the South Shore Revitalization Strategy. These goals and objectives relate to the comprehensive issues of overall form, function, and design; circulation and parking; and social and economic factors.



ISSUE: FORM/FUNCTION/DESIGN

goal

Enhance the diversity of form and activity through the use of established planning and design principles.

principle

Overall Form

objective

Recognize locational needs of diverse economic activities.

Create urban neighborhood/resort destination

Internal Structure

Relate use districts to create pedestrian movement between districts.

Mass

Develop continuous street fronts and define public spaces.

Scale

Provide proper scale reference for various activities.

policy

Create compact similar use areas where compatible.

Separate incompatible or non-supporting activities.

Provide for maximum flexibility with control.

Provide major activity focal points defining districts.

Link compatible and supportive use areas.

Encourage fill-in of vacant lots.

Use structures to create variety, form, focal points; to terminate views; and to define space.

Reserve and reuse existing structures, especially historic ones.

Maintain existing scale relationships.

Define important nodes.

Provide comfortable pedestrian spaces.

principle objective

policy

Open Space

Provide system of open spaces bringing natural amenities into area.

Enhance water interfaces with proper planting and maintenance.

Tie spaces and nodes together through pedestrian circulation system.

Activity

Support variety of activities to enliven area and create desirable atmosphere.

Create activity centers at nodes and in open spaces.

Provide opportunities for entertainment activities.

Encourage night-time activities.

Create and follow design themes within the defined districts.

Design Quality

Enhance the area's attractiveness to businesses and residents through visual amenities.

Capitalize on existing historical structures through reuse and restoration.

Provide public amenities.

Ensure strict incentive and control mechanisms.

Develop a clear, consistent signage system throughout the area.

Protect and enhance significant existing vegetation, particularly in coastal areas, and encourage use of native materials throughout the site.

ISSUE: CIRCULATION AND PARKING

goal

Create a traffic system that adequately serves both the through- and local-traffic needs of the area.

principle

Through Traffic

Local Traffic

Access

Parking

Pedestrian Circulation

Transit

Other Modes

objective

Separate and provide for improved through-traffic.

Provide adequate and safe circulation within area.

Provide sense of arrival and entry.

Provide adequate numbers, types, and locations of parking facilities.

Provide quality, barrier-free pedestrian linkages.

Provide adequate transit service.

Provide choice of available transportation modes.

policy

Minimize through-traffic intersections with local roads.

Encourage implementation of DOT-planned improvements.

Encourage the elimination of contact situations.

Create gateway to the area.

Increase public parking spaces.

Consolidate parking in visible, accessible locations. Require developers to provide parking.

Encourage street beautification.

Encourage pedestrian use of alleys.

Encourage developers to integrate bus stop facilities with project.

Encourage water-taxi provision.

Implement bikeway.

Encourage bike facilities.

Encourage tram service.

ISSUE: SOCIAL/ECONOMIC

goal

Reestablish area as an economically viable and functional diverse urban neighborhood/resort community.

Involve minimum relocation and condemnation.

principle objective

Economic

Establish framework of urban-serving uses as generators of basic economic activity.

Social

Minimize social upheaval while maximizing social benefits.

policy

Encourage new construction on vacant or cleared parcels, including land currently in public ownership.

Phase new private development in the area consistent with tax increment financing requirements and utilize tax increments from Phase I to fund necessary redevelopment in Phase II.

Use tax increment financing for specific parcels and for planning/legal work.

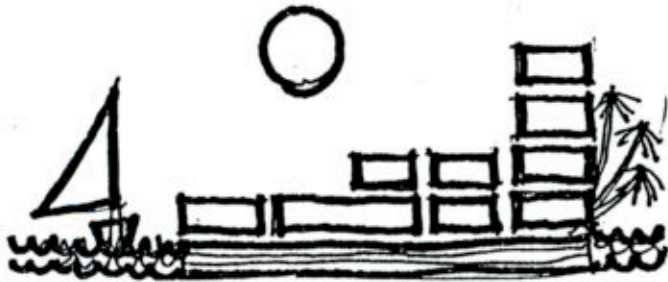
Use individual private developers for specific parcels and projects (rather than a master developer for entire area).

Encourage city investment in needed public facilities and utilities.

Maximize elderly and low and moderate income housing within overall plan and minimize relocation of residents.

Provide community facilities such as schools, community center etc.

7. THE PLAN



The plan that has emerged for the revitalization of South Shore is built upon a strong foundation of careful research and analysis with definition of the opportunities and issues involved. This solid base of understanding and the clear articulation of direction have resulted in the identification of four major goals that helped focus and crystallize the physical Revitalization Strategy:

- o To reestablish the area as an economically viable and functionally diverse urban neighborhood/resort community.
- o To involve minimum relocation and condemnation.
- o To enhance the diversity of form and activity through the use of established planning and design principles.

- o To create a traffic system that adequately serves both through- and local-traffic needs of the area.

Before the plan is described, its use must be understood. The plan is a decision-making tool for both public and private interests. It provides the following benefits for:

- o Public Agencies
 - Advance programming of capital improvements.
 - Basis for directing new land uses to specific areas.
 - Format for developing and implementing ordinances and programs.
- o Owners and Merchants
 - Determination of the highest and best use based on location, parking and other improvements.
 - Knowledge concerning locations of potential activity and employment centers.

- o Developers/Investors



- Knowledge of locations and relative timing of improvements.
- Determination of proper product mix based on marketing overview.
- Advance indication of what might be expected of the City and the Redevelopment Agency.

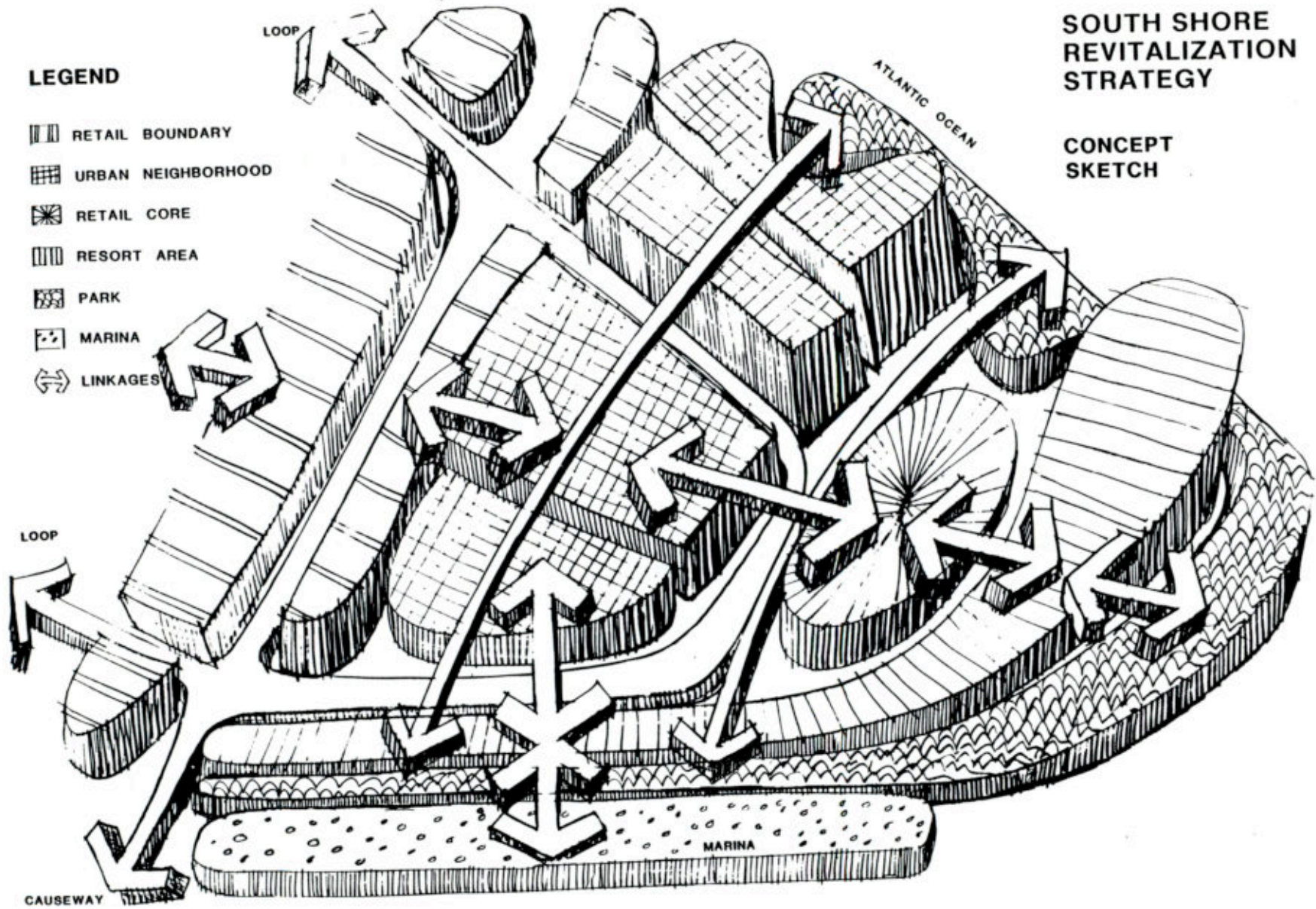
The plan is designed to provide a framework for public and private investment, to establish investor confidence in the South Shore Revitalization Area, to minimize "surprises," to give flexibility on a project-by-project basis, and to maximize opportunities.

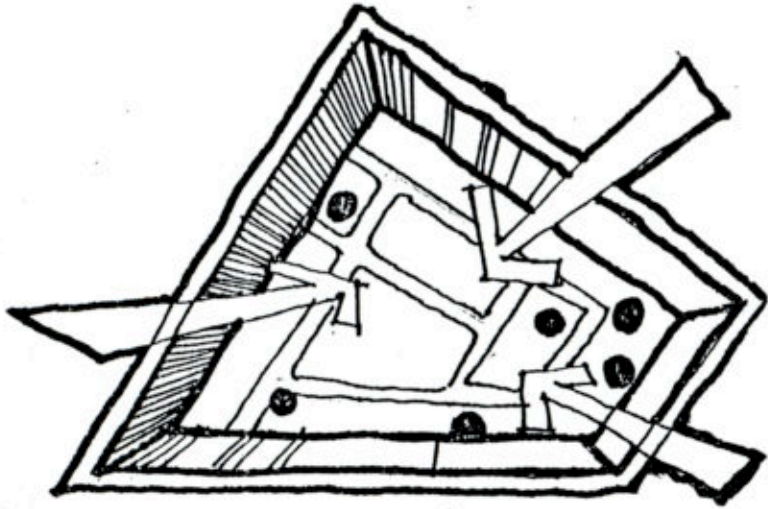
SOUTH SHORE REVITALIZATION STRATEGY

CONCEPT
SKETCH

LEGEND

-  RETAIL BOUNDARY
-  URBAN NEIGHBORHOOD
-  RETAIL CORE
-  RESORT AREA
-  PARK
-  MARINA
-  LINKAGES





THE CONCEPT

Goals and objectives for South Shore were translated into alternatives. The selected and approved set of alternatives became the preliminary plan and gave direction to the design guidelines and the implementation program.

After careful review, the preliminary plan evolved into the final South Shore Revitalization Strategy Plan. This final plan:

- o Creates a viable positive urban neighborhood/resort community identity for the South Shore area, allows for safe and easy access, and instills the perception of stability and revitalization of the area, by providing a strong, high quality arterial loop.
 - o Minimizes the visual and physical barrier of Fifth Street.
 - o Creates a sense of entry and arrival at the Causeway and Alton Road.
 - o Improves and creates well-defined pedestrian links from the ocean to the bay.
 - o Creates a strong central retail/commercial area to serve the residents and the resort component.
 - o Provides public access to the bayside and oceanfront.
 - o Utilizes City-owned parcels to provide amenities and to stimulate private sector participation in plan implementation.
 - o Maximizes the site's full potential by recognizing the value of views to the water, regional climate, historic heritage, human scale, native vegetation, and quality site details and furnishings.
 - o Induces change in areas critical to revitalization success.
- To better describe the plan, three components have been separated and identified:
- o Land uses
 - o Amenity areas
 - o Infrastructure, which includes:
 - Roads
 - Parking
 - Water/sewers.

LAND USE PLAN

The land use structure performs three main functions:

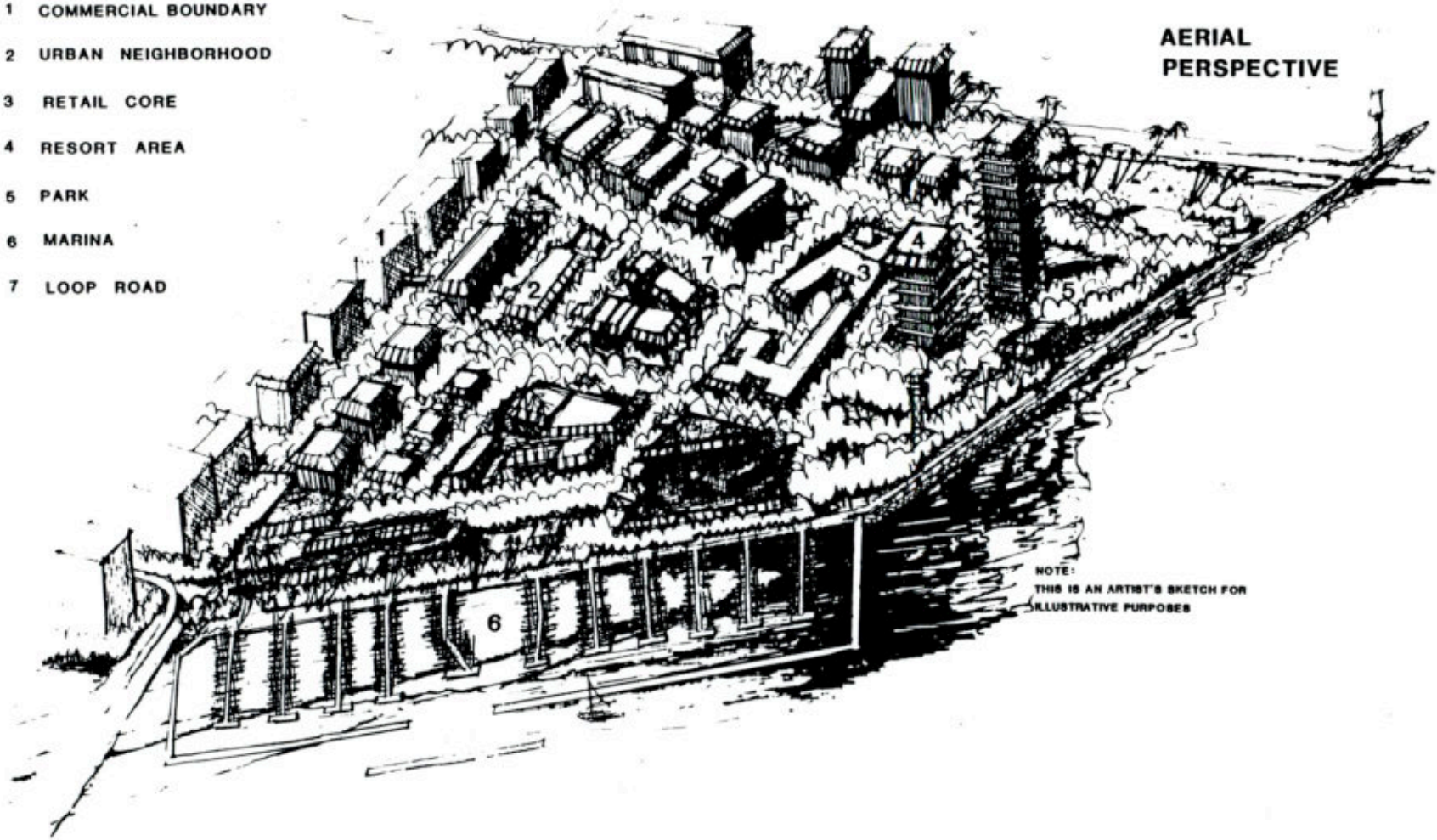
- o Defines Revitalization Area districts by:

LEGEND

- 1 COMMERCIAL BOUNDARY
- 2 URBAN NEIGHBORHOOD
- 3 RETAIL CORE
- 4 RESORT AREA
- 5 PARK
- 6 MARINA
- 7 LOOP ROAD

**SOUTH SHORE
REVITALIZATION
STRATEGY**

**AERIAL
PERSPECTIVE**



NOTE:
THIS IS AN ARTIST'S SKETCH FOR
ILLUSTRATIVE PURPOSES

- Clarifying spatial arrangement of uses.

- Grouping similar uses.

- o Reduces land use conflicts by:

- Grouping retail and shopper activities.

- Centralizing support activities.

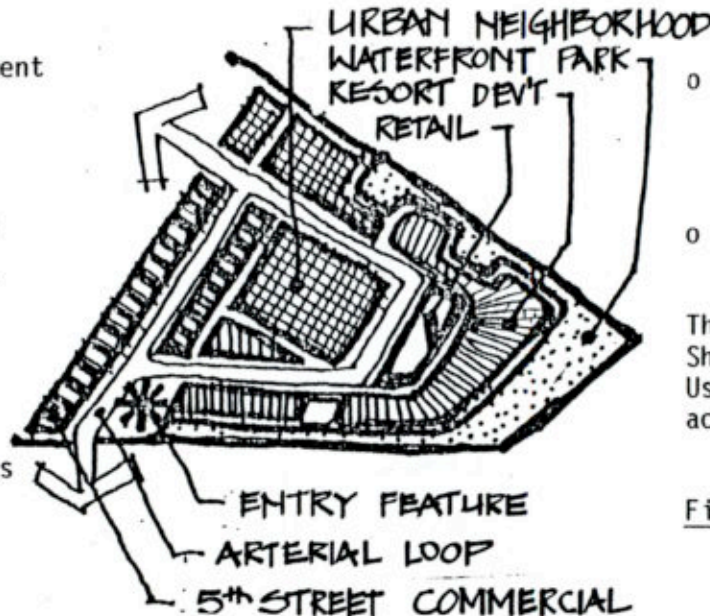
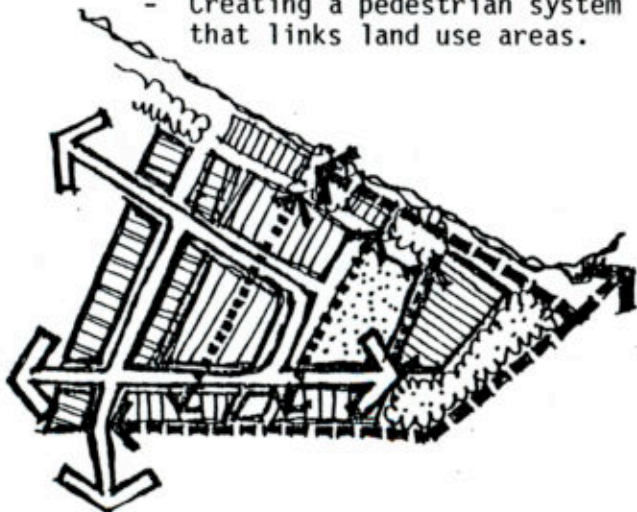
- Minimizing traffic conflicts

- Developing well-defined pedestrian linkages.

- o Allows for effective interconnection by:

- Providing a vehicular system that gives adequate access.

- Creating a pedestrian system that links land use areas.



- o A Fifth Street retail area with office/residential uses serving both South Shore and the area to the north.

- o A high quality arterial loop system.

The land uses proposed for South Shore and shown on the Proposed Land Use Map are described below. Parcel acreages are shown on page 50.

Fifth Street Area (Parcel A)

29.3 Acres

Located between Fourth and Sixth Streets, this parcel extends east to Ocean Drive. On the north side of Fifth Street, it runs west to the bay; on the south side, it extends to Alton Road. It is recommended that this parcel be a mixed-use area with residential, retail and commercial development. Specific design recommendations include:

- o Requiring retail activity at ground level along Fifth Street.

- o Discouraging use of blank walls along Fifth Street.

The accepted set of land use alternatives is illustrated in the Proposed Land Use Map (see page 49). The land use plan is characterized by these primary features:

- o A peripheral waterfront linear park system.

- o A resort area relating to the linear park.











- o An urban neighborhood core.

- o A central retail core serving both the resort development and the urban neighborhood area.

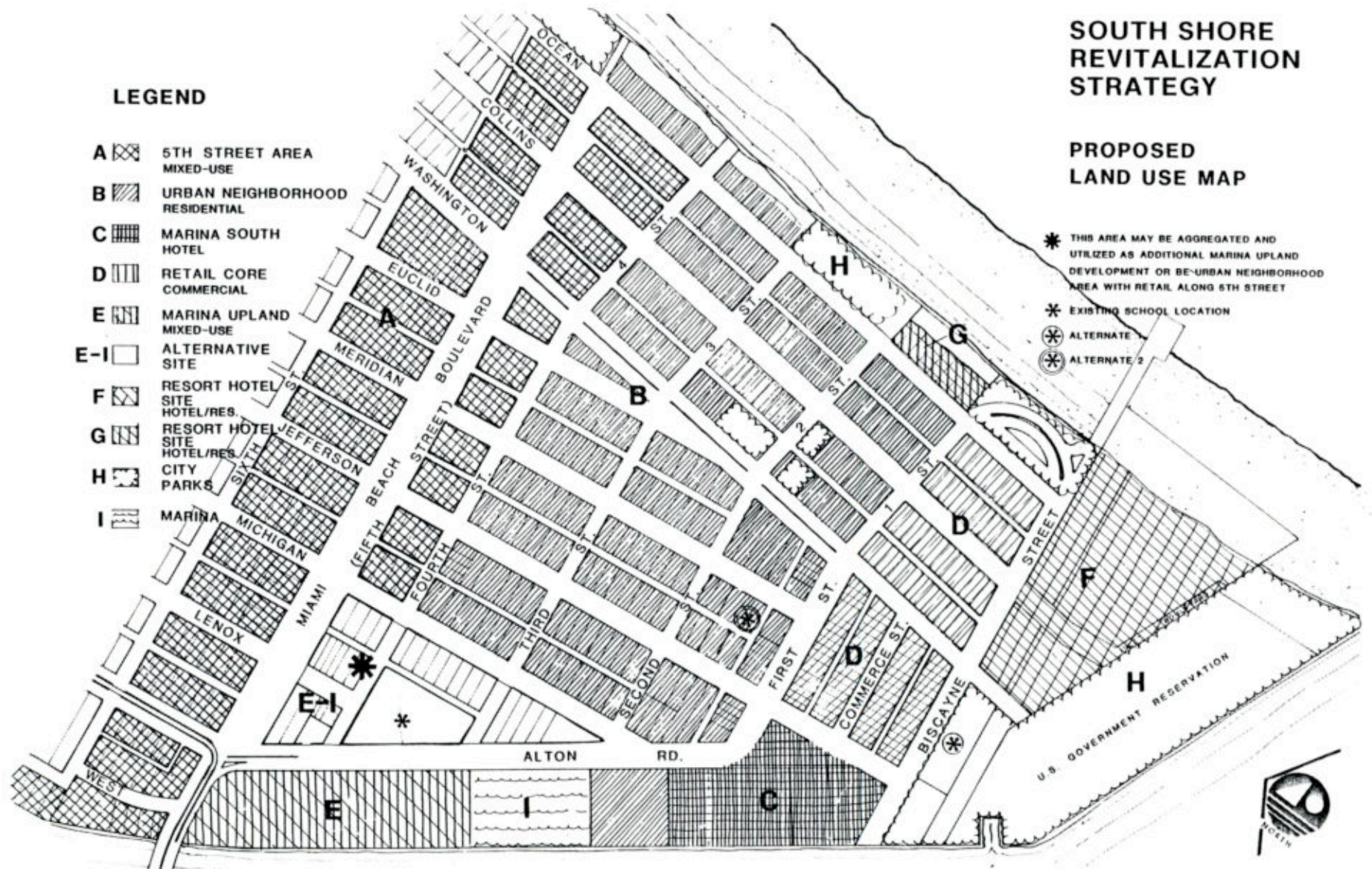
SOUTH SHORE REVITALIZATION STRATEGY

PROPOSED LAND USE MAP

LEGEND

- A  5TH STREET AREA MIXED-USE
- B  URBAN NEIGHBORHOOD RESIDENTIAL
- C  MARINA SOUTH HOTEL
- D  RETAIL CORE COMMERCIAL
- E  MARINA UPLAND MIXED-USE
- E-I  ALTERNATIVE SITE
- F  RESORT HOTEL SITE HOTEL/RES.
- G  RESORT HOTEL SITE HOTEL/RES.
- H  CITY PARKS
- I  MARINA

- * THIS AREA MAY BE AGGREGATED AND UTILIZED AS ADDITIONAL MARINA UPLAND DEVELOPMENT OR BE URBAN NEIGHBORHOOD AREA WITH RETAIL ALONG 5TH STREET
- * EXISTING SCHOOL LOCATION
- * ALTERNATE
- * ALTERNATE 2



**SOUTH SHORE
REVITALIZATION
STRATEGY**

PARCEL ACREAGE

AREA	PARCEL	ACRES
5TH STREET	A	29.3
URBAN NEIGHBORHOOD	B	47.8
	R-PS1	12.4
	R-PS2	15.6
	R-PS3	5.9
	R-PS4	13.9
MARINA SOUTH	C	5.6
RETAIL CORE	D	11.4
MARINA UPLANDS	E	6.8
ALTERNATIVE	E-1	7.2
RESORT HOTEL	F	4.1
RESORT HOTEL	G	3.9
PARKS (G)	H	35.4
MARINA	I	2.8
STREETS / ALLEYS		50.2
BEACH		26.0
TOTAL ACREAGE		246 ±

- o Utilizing appropriate street furnishings to attract retail activity:
 - Benches with trash receptacles
 - Street tree plantings
 - Telephone/information kiosks
 - Drinking fountains
 - Bus shelters.
- o Utilizing appropriate measures to minimize perception of Fifth Street as a barrier for pedestrian crossing:
 - Strongly designed crosswalks
 - Pedestrian-sensitive timing controls for crosswalks
 - Possible overpasses over Fifth Street.
- o Requiring visual barriers between parking and residential development along Fourth and Sixth Streets.
- o Pursuing numerous existing opportunities for parcel aggregation.

- o Investigating in more detail the feasibility of closing some of the alleys and streets intersecting Fifth Street.
- o Investigating in more detail the feasibility of one-way traffic patterns on certain streets.
- o Encouraging redevelopment in those areas where existing structures are substantial.

Urban Neighborhood Area (Parcel B)

47.8 Acres

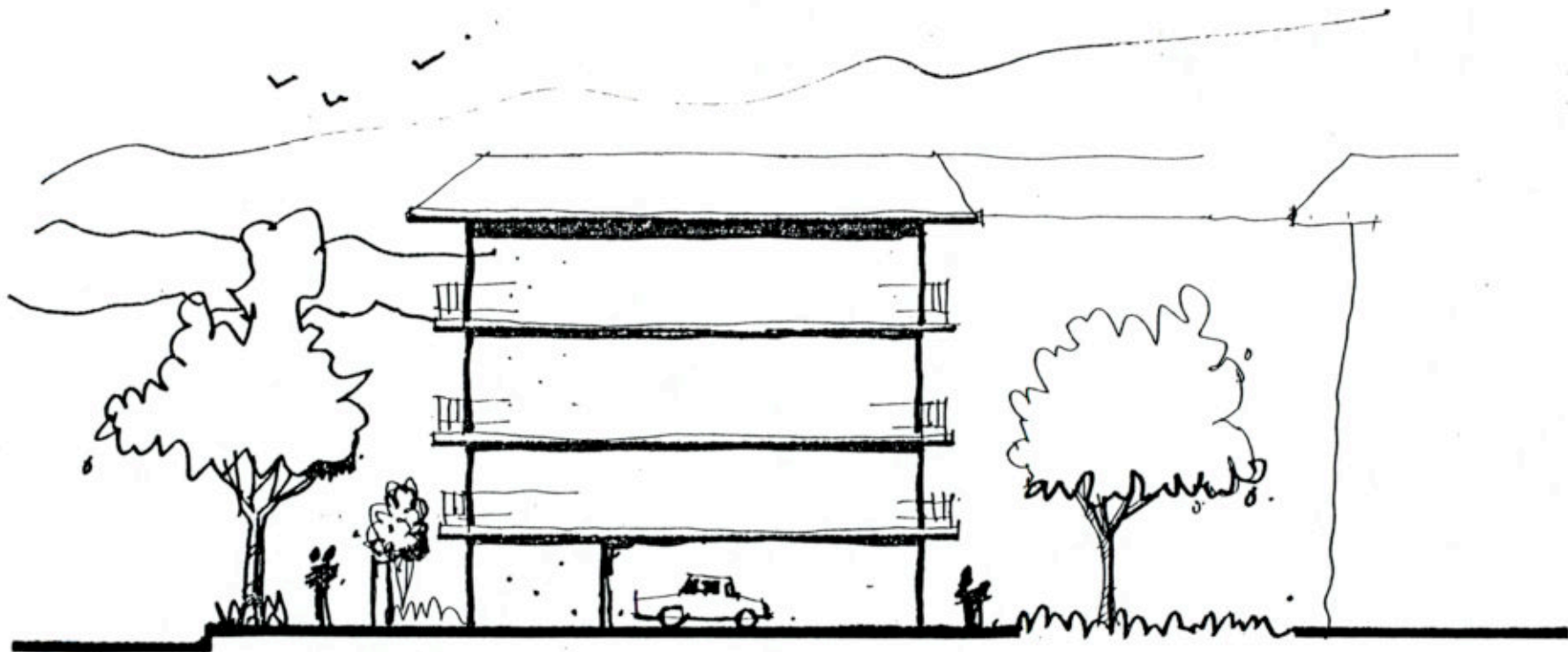
In general, this is the core area, lying between First and Fourth Streets and extending from Alton Road to the ocean with the exception of the existing parks. This area is proposed for residential development (60 to 100 dwelling units per acre). Specific planning recommendations include:

- o Rehabilitating buildings when possible.
- o Preserving and restoring (if necessary) existing historical sites.

- o Providing the appropriate scale and transition between the urban neighborhood core and existing oceanfront high-rise development.
- o Further pursuing the numerous opportunities for parcel aggregation including the possibility of creating "super-blocks" - - all of which would be designed to:
 - Provide screened and adequate parking
 - Include pedestrian parking amenities
 - Be developed in a comprehensive, unified manner.
- o Relating to the retail core, Fifth Street development and numerous parks.
- o Providing visual corridors through the site which would link the marina and bay on the west to the parks and ocean on the east.

SOUTH SHORE
REVITALIZATION
STRATEGY

• URBAN NEIGHBORHOOD



STREET SIDE SHOULD PRESENT HUMAN SCALED, QUALITY RESIDENTIAL CHARACTER WITH ALL PARKING (SURFACE AND/OR STRUCTURED PARKING) SCREEN BY LANDSCAPING AND/OR RESIDENTIAL DEVELOPMENT. SUBSTANTIAL OPEN SPACE SHOULD BE PROVIDED TO ESTABLISH AND MAINTAIN QUALITY RESIDENTIAL CHARACTER.

Marina South Area (Parcel C)

5.6 Acres

Located along the bay between Biscayne Street and Rebecca Towers, this site is proposed for hotel use with all ancillary activities such as restaurants, specialty shops, etc. permitted. Specific recommendations include:

- o Providing strong visual and physical interconnection with South Shore Park.
- o Closing Alton Road between Commerce and First Streets and including the vacated right-of-way and water tower site as part of this parcel.
- o Providing strong surface connection to the retail core.
- o Providing adequate and visually screened parking.
- o Providing public access to the baywalk.

Retail Core (Parcel D)

11.4 Acres

The retail core is located in the southern part of South Shore between Biscayne and First Streets and between Jefferson Avenue and Ocean Drive. Commercial use is proposed for this area. More specifically, a shopping center or mall is proposed for the ground-level development, with mixed uses such as hotel, residential, and parking to be allowed on the succeeding floor levels. Additionally, development in the retail core should be designed to:

- o Strongly relate to pedestrian areas.
- o Provide human scale at grade level.
- o Consider the possibility of creating a "superblock" to provide a mall-like shopping complex.
- o Demolish structures that are substandard or have major deficiencies.

- o Strongly relate to the activity generators on the hotel sites.

Marina Upland Area (Parcel E)

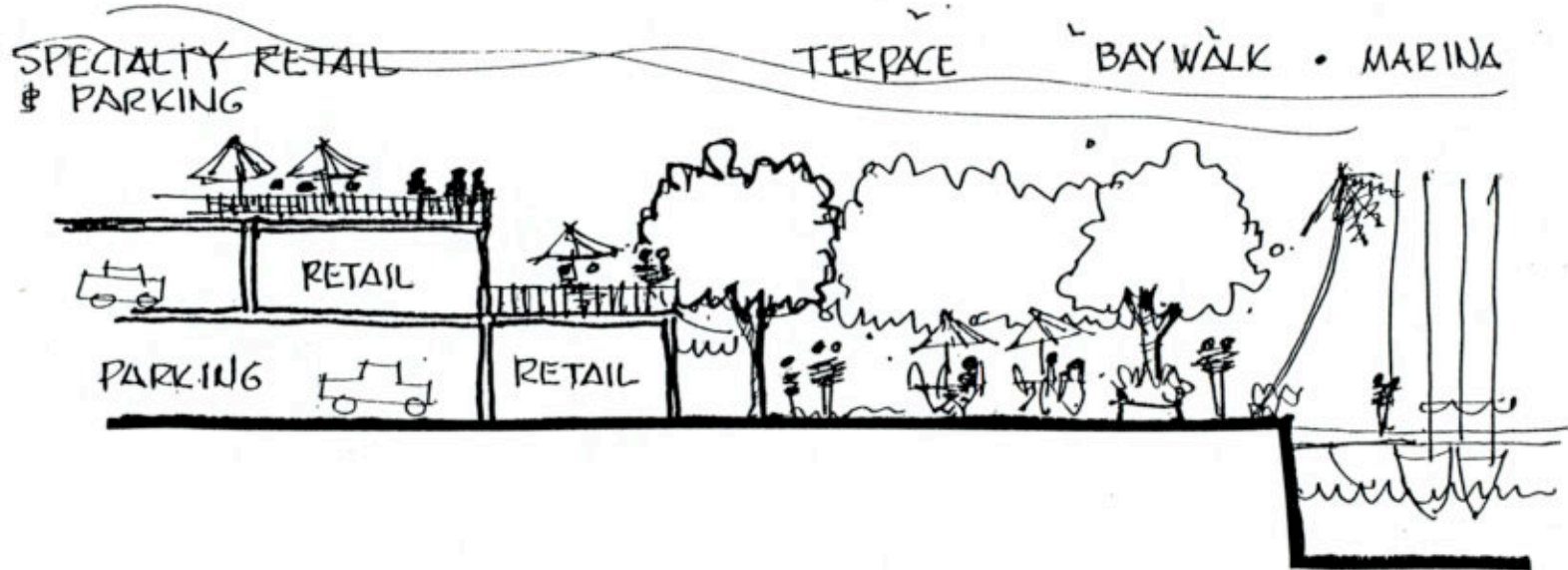
6.8 Acres

The marina upland area lies between Alton Road and Biscayne Bay and extends south from Fifth Street to the South Shore marina site. Proposed land use for this site is marina-related mixed use (hotel/commercial) to include such development as restaurants, specialty retail, office and lodgings. Specific planning recommendations include:

- o Placing a building height restriction of 35 feet above parking level throughout the site.
- o Screening parking by planting and/or retail activities.
- o Providing public access to the bay.
- o Possibly providing parking for marina and upland activities on ground level of structures and

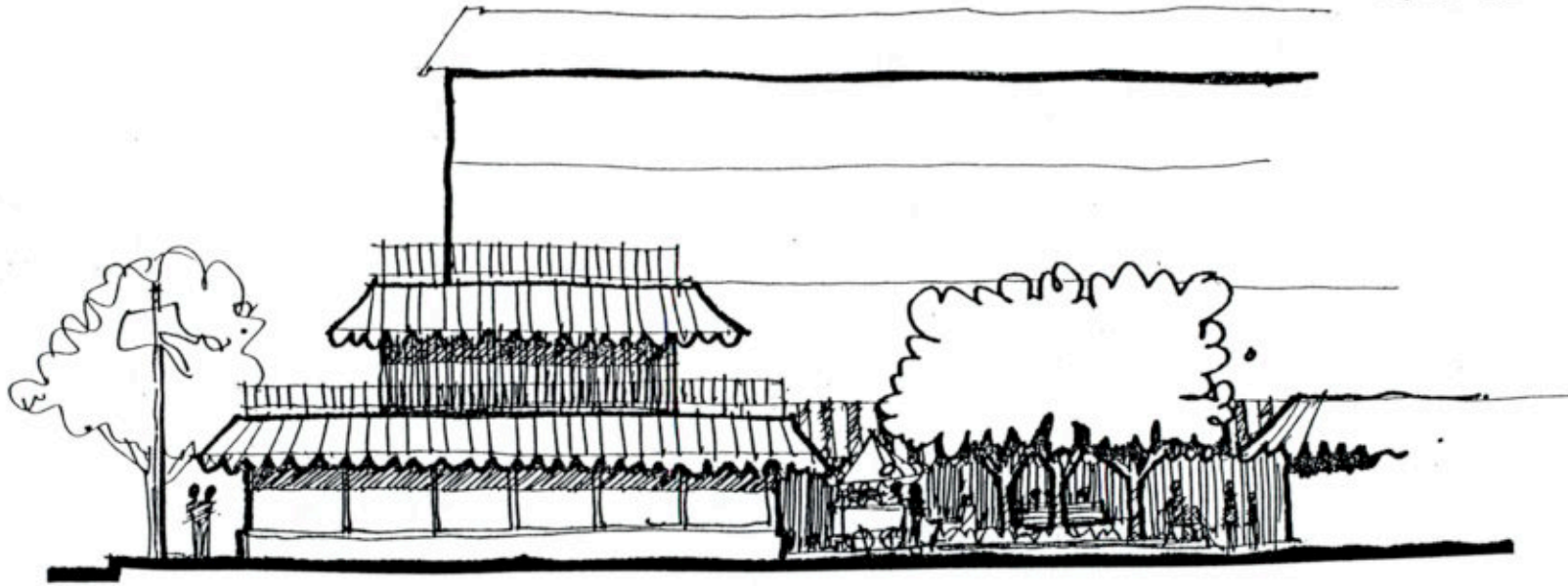
SOUTH SHORE
REVITALIZATION
STRATEGY

- MARINA UPLAND
AREA



SOUTH SHORE
REVITALIZATION
STRATEGY

• RETAIL CORE



HUMAN SCALE RETAIL ON GROUND LEVEL WITH FOOD VENDING, PROGRAMMED "STREET" ENTERTAINMENT, PEDESTRIAN AMENITIES. RETAIL CORE SHOULD STRONGLY RELATE VISUALLY AND PHYSICALLY TO URBAN NEIGHBORHOOD AREA, RESORT AREA AND BAY/OCEAN PARKS. IN ADDITION THE RETAIL CORE SHOULD BE TIED INTO THE MASS TRANSIT SYSTEM, SURFACE AND/OR STRUCTURED PARKING SHOULD BE SCREENED BY RETAIL ACTIVITIES. AGGREGATED PARCELS WOULD ALLOW "SUPERBLOCK" DEVELOPMENT WITH SHOPPING MALL CHARACTER AND AMBIANCE.

Locating activities on next level to meet Federal flood requirements.

- o Requiring development to relate visually to the bay by providing "view corridors."
- o Providing a strong visual feature near the Causeway and Alton Road.
- o Using a unifying theme throughout all development on the site.

Alternative Marina Upland Area
(Parcel E-1)

7.2 Acres

Use of this parcel will depend upon resolution of the school relocation problem. If the school is relocated, land use and development regulations on this site will be the same as in Parcel E, with an emphasis on specialty retail uses, thus providing a strong upland marina development stimulus. If this relocation occurs, other planning recommendations include:

- o Creating a "superblock" of the entire site by eliminating internal roads and alleys.
- o Utilizing a pedestrian overpass over Alton Road.

If the school is not relocated, the portion of the site between Fourth and Fifth Streets will be the same as in Parcel A. The remainder of the triangle will be the same as in Parcel B.

Resort Hotel Area (Parcel F)

14.1 Acres

This site is the former Miami Beach Kennel Club site and is adjacent to both South Shore Park and the ocean. Hotel use with all ancillary activities (specialty retail, restaurants, etc.) and associated mixed-use (residential, commercial) development are proposed. Additional recommendations include:

- o Relating design and development both to South Shore Park and the ocean.
- o Providing either an overpass or strong surface connection to retail area.

- o Requiring unified design elements for this site and the adjacent parks.

Resort Hotel Area (Parcel G)

3.5 Acres

This site is located on the ocean between two municipal parks and should have the same land use as Parcel F.

Existing City Parks (Parcels H)

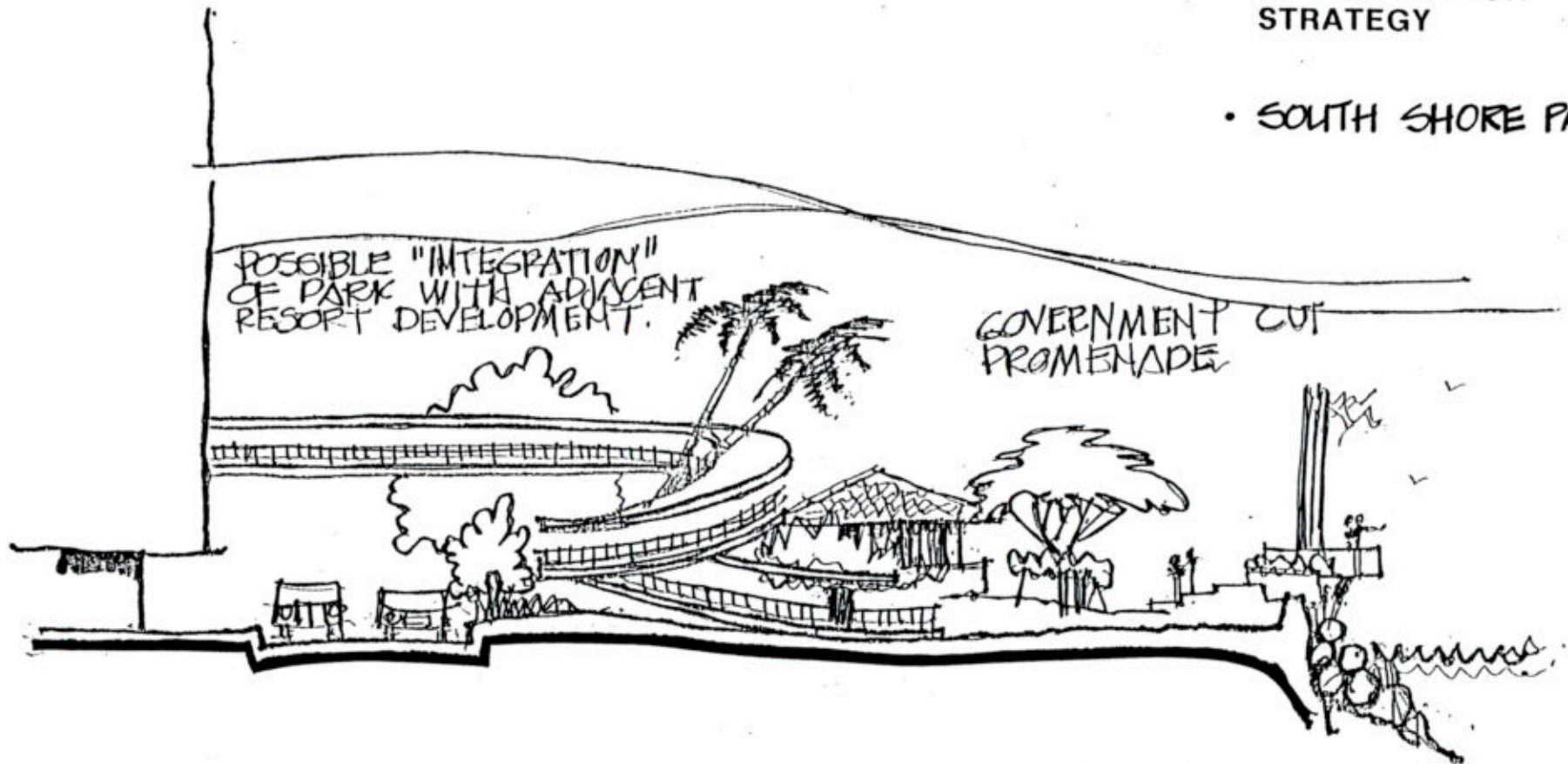
35.4 Acres

Of the six City parks, three are beach-front parks. It is recommended that the three parks be connected by a linear waterfront walk system and that they utilize their unique locations and vistas to the fullest extent. For all of the parks, the following is recommended:

- o Utilizing lush tropical vegetation.
- o Allowing and encouraging controlled food vendor activity.

SOUTH SHORE
REVITALIZATION
STRATEGY

• SOUTH SHORE PARK



RESORT DEV. ACCESS • RESTAURANT & FOOD VENDING • GOVERNMENT CUT.
IF DEVELOPMENT OF PARK AND RESORT CAN BE COORDINATED. PARKING MAY BE DEVELOPED AND
MANAGED BY RESORT DEVELOPER ON THE RESORT PROPERTY CONSEQUENTLY, MORE AREA WOULD BE AVAILABLE
FOR PARK FACILITIES TO BE UTILIZED BY ALL THE COMMUNITY RESIDENTS AS WELL AS VISITORS.
IF ROADWAY AND PARKING COULD BE LOCATED APPROPRIATELY, PARK AND RESORT AREAS COULD
BE INTEGRATED ON GRADE FOR MUTUAL PRIVATE/PUBLIC BENEFITS, SUCH AS. PROGRAMMED ENTERTAINMENT
AND ECONOMIC ACTIVITIES TO ATTRACT AND MAINTAIN CONTINUING WHOLESOME ACTIVITIES.

- o Providing passive recreation activities.
- o Encouraging private sector to allow for an easement to continue the baywalk/ocean walk in an uninterrupted fashion north from South Shore Park on the ocean side of the South Beach area.

Central Marina Facility (Parcel I)

2.8 Acres

This facility will shortly be under construction and will be a support facility of the existing marina.

AMENITY PLAN

The amenity areas are illustrated in the Amenity Plan (see page 60) and further articulated in Section 8. The proposed amenities are characterized by the following features:

- o The arterial loop will provide the first view of South Shore for many; it will also continue to provide the visual experience for

visitor and resident alike. Thus it is important that the maximum amenity value be provided. Of special importance is the portion of the arterial loop where the Causeway delivers visitors to the Fifth Street and Alton Road intersection. An entry feature would be desirable at this location.

- o Four east-west roads - - Third Street, Second Street, First Street, and Biscayne Street - - provide access to the two oceanfront parks and to the City-owned bayside marina property. Providing pedestrian amenities on these streets distributes the value of the ocean and bay frontage into the urban neighborhood area and the central retail area.
- o The linear waterfront parks constitute an important amenity. They provide a natural environment for the residents of the urban neighborhood, and also provide an essential base for the resort development.
- o Eliminating the existing unsafe intersections creates small right-of-way areas that may be

developed as small pedestrian amenity areas.

All areas will benefit from the incorporation of amenities; therefore, it is proposed that, through incentives built into the land use controls, the private sector be encouraged to provide amenities in the retail, commercial and residential areas - - providing screen-buffered parking, pedestrian overpasses, and access to rapid transit stations among many other possibilities.

Views are another amenity which are extremely important in the South Shore area. Through incentive zoning and height restrictions, "view corridors" may be created and maintained for the benefit of the entire South Shore community.

INFRASTRUCTURE PLAN

The proposed infrastructure improvements are illustrated on the Proposed Transportation Network Map and the Proposed Sewer and Water Lines Maps (see pages 62, 67 and 68).



ENTRANCE VIEW FROM BAY












SOUTH SHORE MARINA

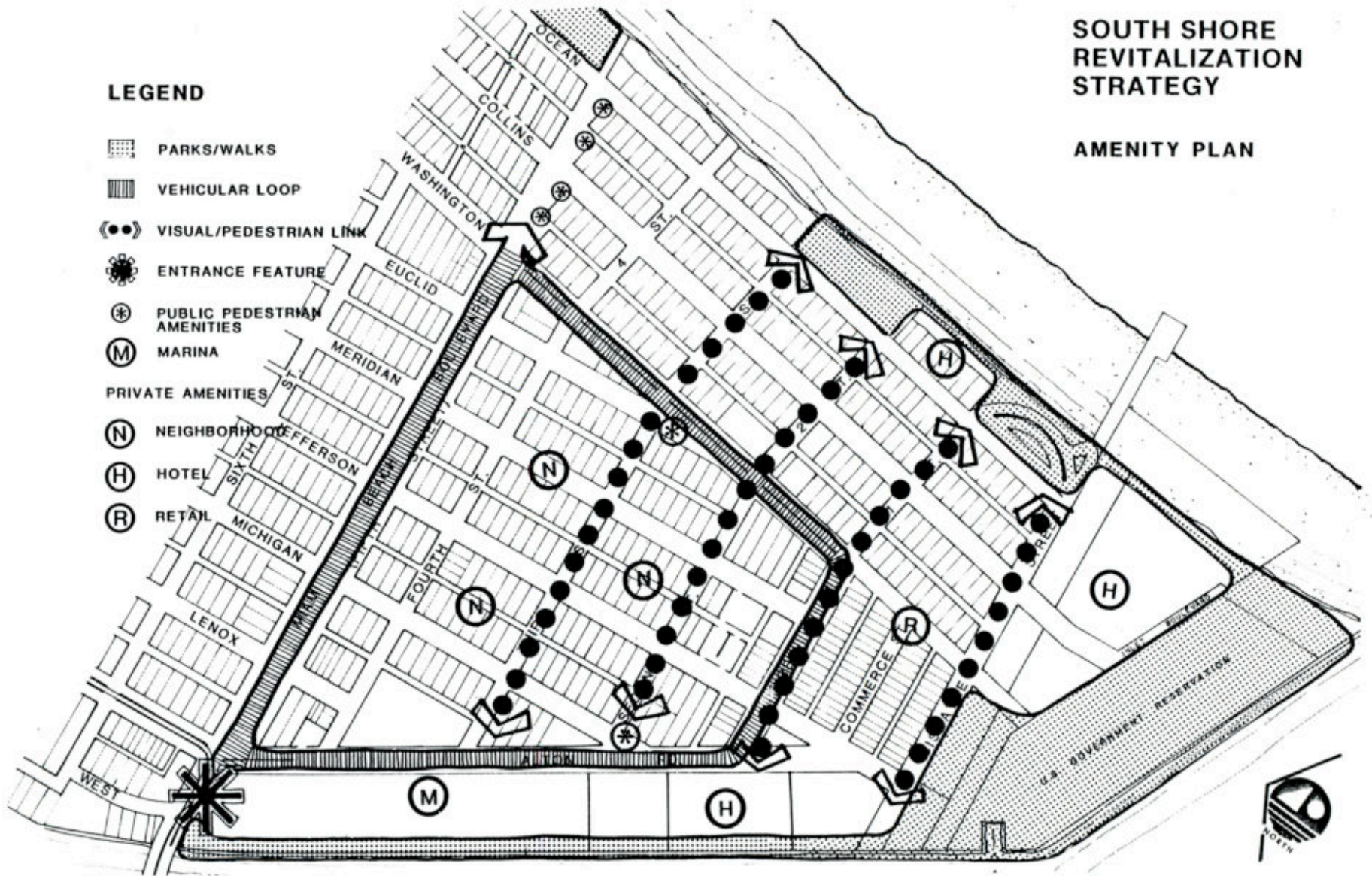
CONCEPTUAL DRAWING

SOUTH SHORE REVITALIZATION STRATEGY

AMENITY PLAN

LEGEND

-  PARKS/WALKS
-  VEHICULAR LOOP
-  VISUAL/PEDESTRIAN LINK
-  ENTRANCE FEATURE
-  PUBLIC PEDESTRIAN AMENITIES
-  MARINA
- PRIVATE AMENITIES
-  NEIGHBORHOOD
-  HOTEL
-  RETAIL



VEHICULAR SYSTEM

The vehicular system is carefully correlated to the land use structure. A hierarchy of roadways is created by utilizing the four 100-foot-wide rights-of-way that exist in the area:

- o Fifth Street
- o Alton Road
- o First Street
- o Washington Avenue.

These roadways help structure the land use districts.

The vehicular system is composed of six related elements:

- o Definition of entry area
- o Designation of access points
- o Creation of internal circulation and movement
- o Elimination of undesirable intersection situations

- o Designation of parking improvements
- o Public transportation.

entry area

The Causeway deposits vehicles at the Fifth Street and Alton Road intersection. This entry point needs special treatment to give a strong, positive first impression to visitors and a welcoming experience to residents. The availability of City-owned land allows the entry treatment to be implemented quickly, perhaps as a part of the marina specialty area development.

Parking for the marina specialty area can, to a large extent, be accessed close to this entry point, thus reducing unnecessary traffic through the area.

access

The automobile will provide the primary means of access to the Revitalization Area, although increased public transportation

services (Metrobus, Metrorail, water taxis) would provide additional mobility for people frequenting the area. Under the proposed plan, primary access to the area will still be provided from Fifth Street. North-south access has been limited to Alton Road, Washington Avenue, Collins Avenue, and Ocean Drive. Existing access via Lenox, Jefferson, Meridian, and Euclid Avenues has been eliminated or altered, as addressed in later sections of this report.








The principal reasons for limiting the number of access points to the South Shore area include:

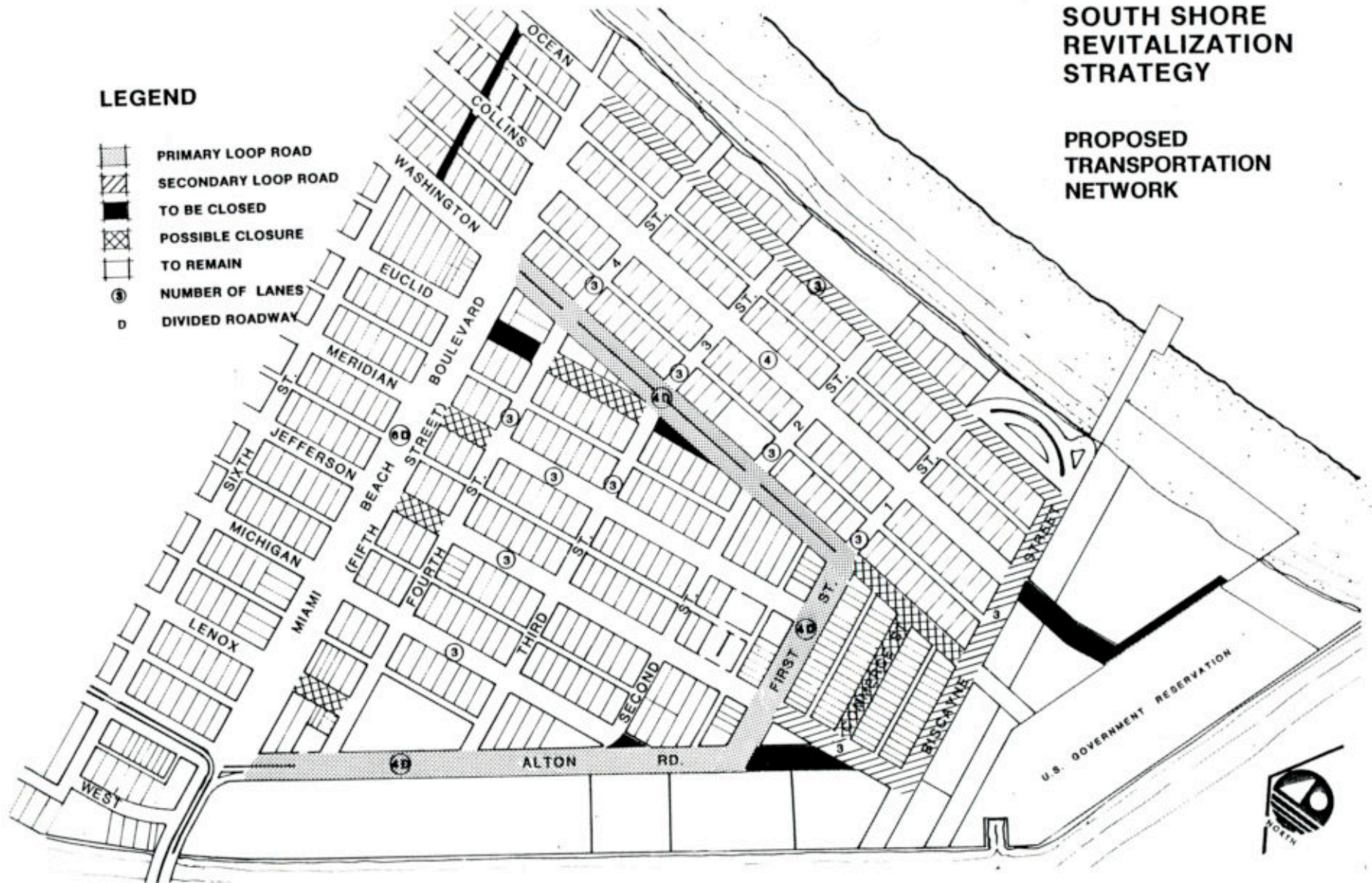
- o Providing well-defined and physically attractive area entrances.
- o Coordinating access and circulation to promote the smooth and efficient flow of traffic into and out of the area.
- o Segregating commercial and residential traffic to the extent possible to create a more pleasant environment.

SOUTH SHORE REVITALIZATION STRATEGY

PROPOSED TRANSPORTATION NETWORK

LEGEND

-  PRIMARY LOOP ROAD
-  SECONDARY LOOP ROAD
-  TO BE CLOSED
-  POSSIBLE CLOSURE
-  TO REMAIN
-  NUMBER OF LANES
-  DIVIDED ROADWAY



While it is difficult to project anticipated traffic volumes in the area, limiting access points is not expected to adversely impact traffic flows.

circulation

The principal elements of the proposed circulation plan are two interconnected loops. The Alton Road - First Street - Washington Avenue corridor will offer primary circulation through the South Shore area and offer access to the principal residential and commercial areas. A second loop, utilizing the Jefferson Avenue (south of First Street) - Biscayne Street - Ocean Drive corridors, will not only supplement the primary loop by offering access to the recreational and other commercial areas, but will also offer a scenic drive along the southern and eastern coastal perimeter of the area.

If consolidating properties on the east and west sides of Alton Road is deemed desirable, Michigan Avenue between Fifth Street and Second Street could be substituted for Alton Road as an element of the primary loop.

elimination of intersections

Alterations to the existing network have been incorporated so as to eliminate the hazardous geometric conditions at five intersections. The improvements include:

- o Alton Road, Michigan Avenue, and Second Street

Access to Alton Road via either Michigan Avenue or Second Street is eliminated by means of a mandatory turn from Michigan to Second and vice versa.

- o Alton Road, Jefferson Avenue, and Commerce Street

This intersection is improved by closing Alton Road between First Street and Jefferson Avenue.

- o Washington Avenue and First Street

To eliminate the skewed alignment of Washington Avenue north and south of First Street, it is proposed that Washington Avenue operate as a one-way, northbound roadway between Biscayne and First Streets.

- o Washington Avenue, Euclid Avenue, and Third Street

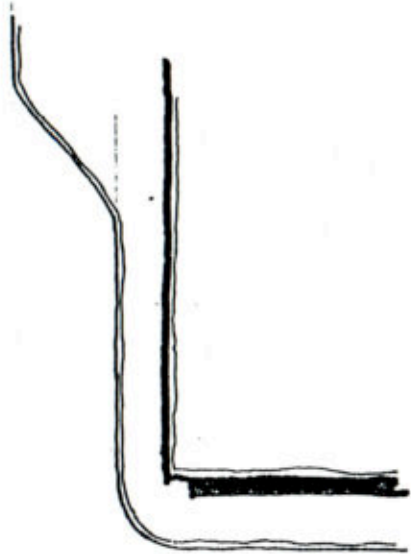
This intersection is improved by the closure of Euclid Avenue between Fifth and Third Streets or by the provision of a cul-de-sac on Euclid Avenue just north of its intersection with Third Street.

- o Biscayne Street and Ocean Drive

The problems at this intersection arise from the parking layout to the east of Ocean Drive. Redevelopment of that property should be accompanied by a more efficient parking layout that would either create a T-intersection or eliminate parking access from this intersection.

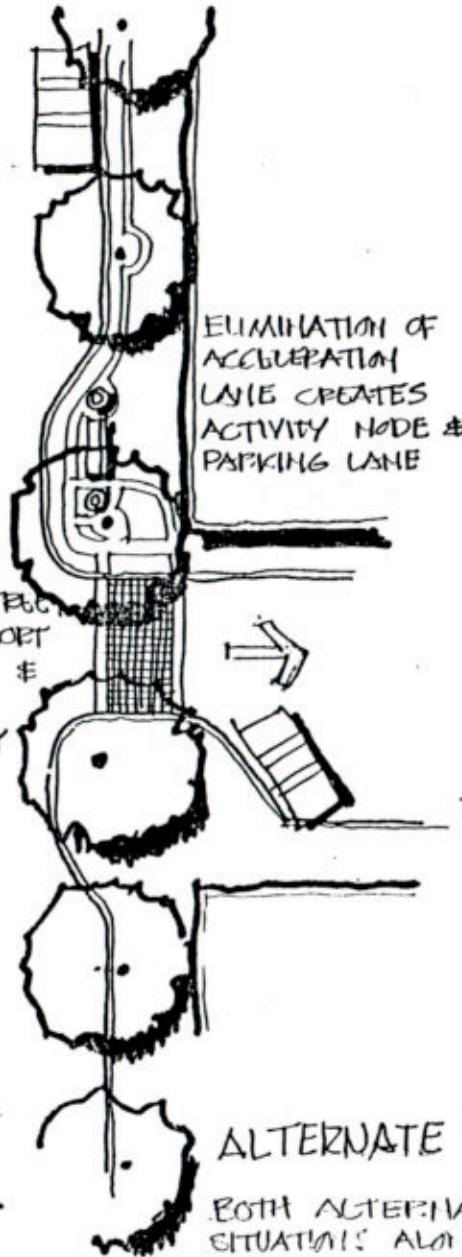
Several other possible street closures have been indicated. First, consolidation of the property bounded by First Street, Biscayne Street, Jefferson Avenue, and Collins Avenue can be achieved by closing Commerce Street and Washington Avenue (south of First Street). Neither closure should have a detrimental impact on traffic circulation. Second, closure of

5th STREET



EXISTING
TYPICAL INTERSECTION 4.

5th STREET



ELIMINATION OF
ACCELERATION
LANE CREATES
ACTIVITY NODE &
PARKING LANE

ONE-WAY STREET
CREATES SHORT
CROSS WALK &
PARKING
OPPORTUNITY

5th STREET

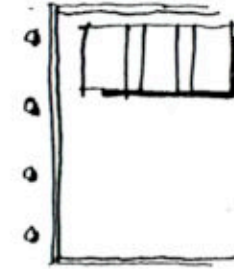
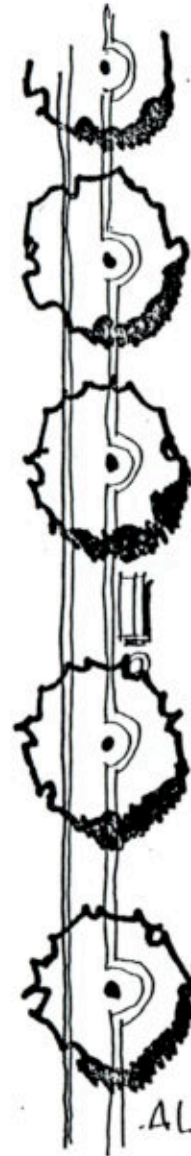
ALTERNATE "A"

BOTH ALTERNATIVES WOULD REDUCE CONFLICT
SITUATIONS ALONG 5th STREET.

SOUTH SHORE REVITALIZATION STRATEGY

• 5th STREET

CERTAIN
INTERSECTIONS
MIGHT BE
ELIMINATED
CREATING
PED. SPACE.



ALTERNATE "B"

Euclid and Lenox Avenues between Fifth and Fourth Streets will allow increased spacing between adjacent intersections and, thereby, improve traffic flow. Third, the closure of Meridian and Jefferson Avenues between Fifth and Fourth Streets will allow for the consolidation of those parcels along Fifth Street designated for commercial development and limit the quantity of traffic from Fifth Street through the residential areas to the south of Fourth Street. Another alternative to closing these streets is the provision of head-in curb parking within that right-of-way to serve the retail areas.

parking

To achieve the most efficient use of the existing public right-of-way, the City should encourage private developers to provide an adequate supply of off-street parking to accommodate their projects. On-street parking should be minimized.

Eliminating many of the intersections along Fifth Street or making them into one-way facilities not only reduces vehicular conflicts, allowing

for wider sidewalks and amenity development, but also allows for the development of parking spaces along and off the main entry point.

public transportation

Increased public transportation service is an essential element of the revitalization effort. While the Metropolitan Dade County Transit Authority has the responsibility for establishing routes, it appears that bus service along the two loop corridors would sufficiently serve the area. Defined bus stops and adequate weather protection structures should be incorporated as part of the transportation element in South Shore. Also, Miami Beach is being considered as one of the links on an expanded Metrorail system.

Another possibility is the provision of tram or jitney service to areas such as the convention center. In addition, a water taxi to the South Shore Marina offers an exciting transit alternative.

UTILITIES

Completion of major water system loops and the provision of additional storage and pumping capacity would serve to enhance the system. The 20-inch diameter line along Fifth Street and Ocean Drive could be extended along Ocean Drive and tied back into the storage tank at the south end of Alton Road. Completing the loop would strengthen the overall supply system and allow the system to be fed from opposing directions. The elevated storage tank could be replaced by a ground level storage tank and repumping station. A capacity increase could be coupled with the conversion to provide additional storage for the beach to help satisfy additional storage, peak flow and fire flow demands created by new development. A new repumping facility would likewise help satisfy new fire flow requirements.

In the event of new development, wastewater collection could be segregated into a system which handled just the South Shore area. A new pumping station would have to be built and should be located as centrally as possible. New

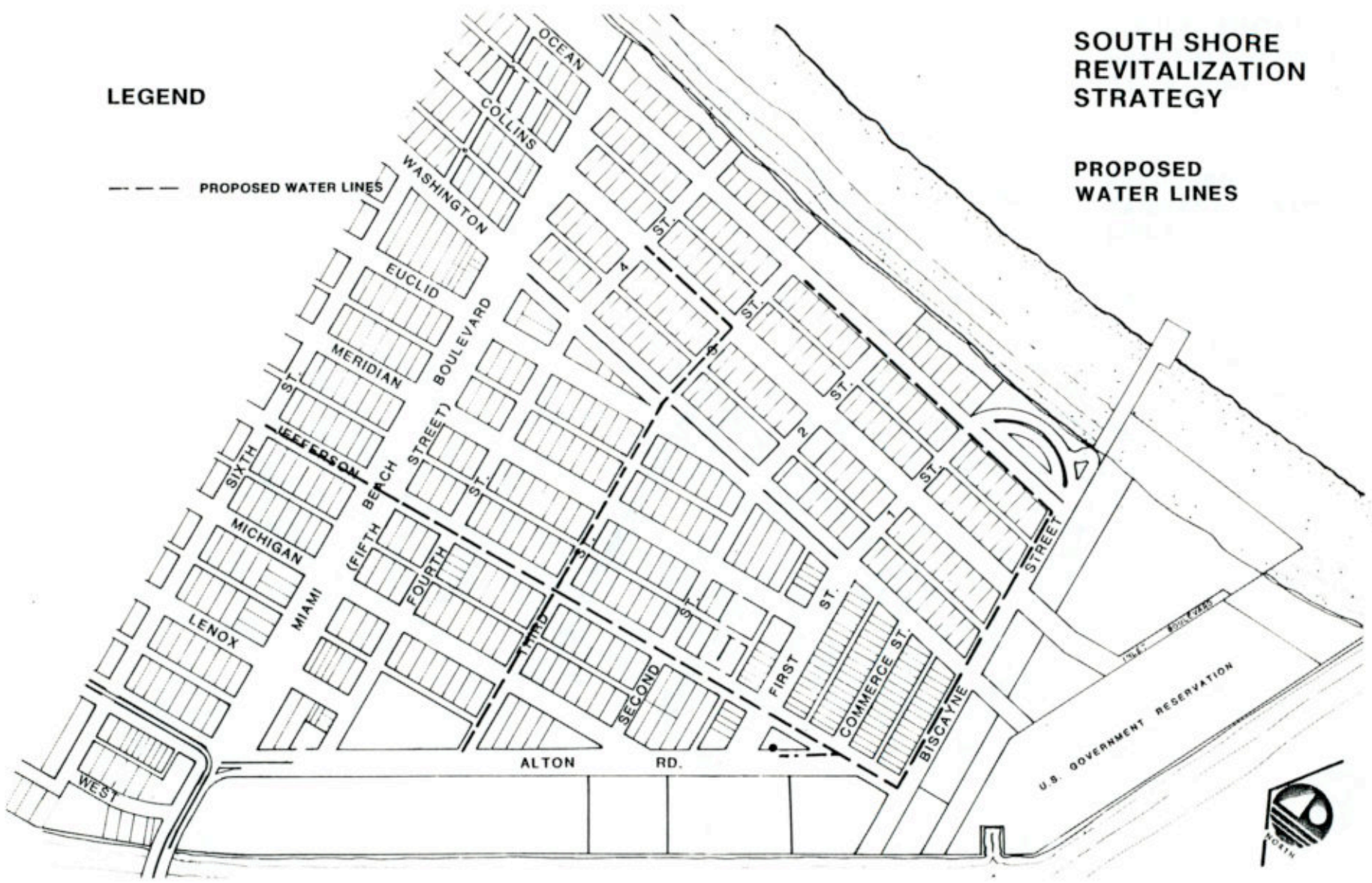
collection lines would be required to direct flow to the station. A force main would have to connect this station to transmission facilities to carry flow to the Virginia Key plant. Additional facility updating would be available during any new development. This updating could include street lighting, storm drainage and other utilities in the South Shore area on an as-needed basis or to serve individual new developments.

SOUTH SHORE REVITALIZATION STRATEGY

PROPOSED
WATER LINES

LEGEND

--- PROPOSED WATER LINES

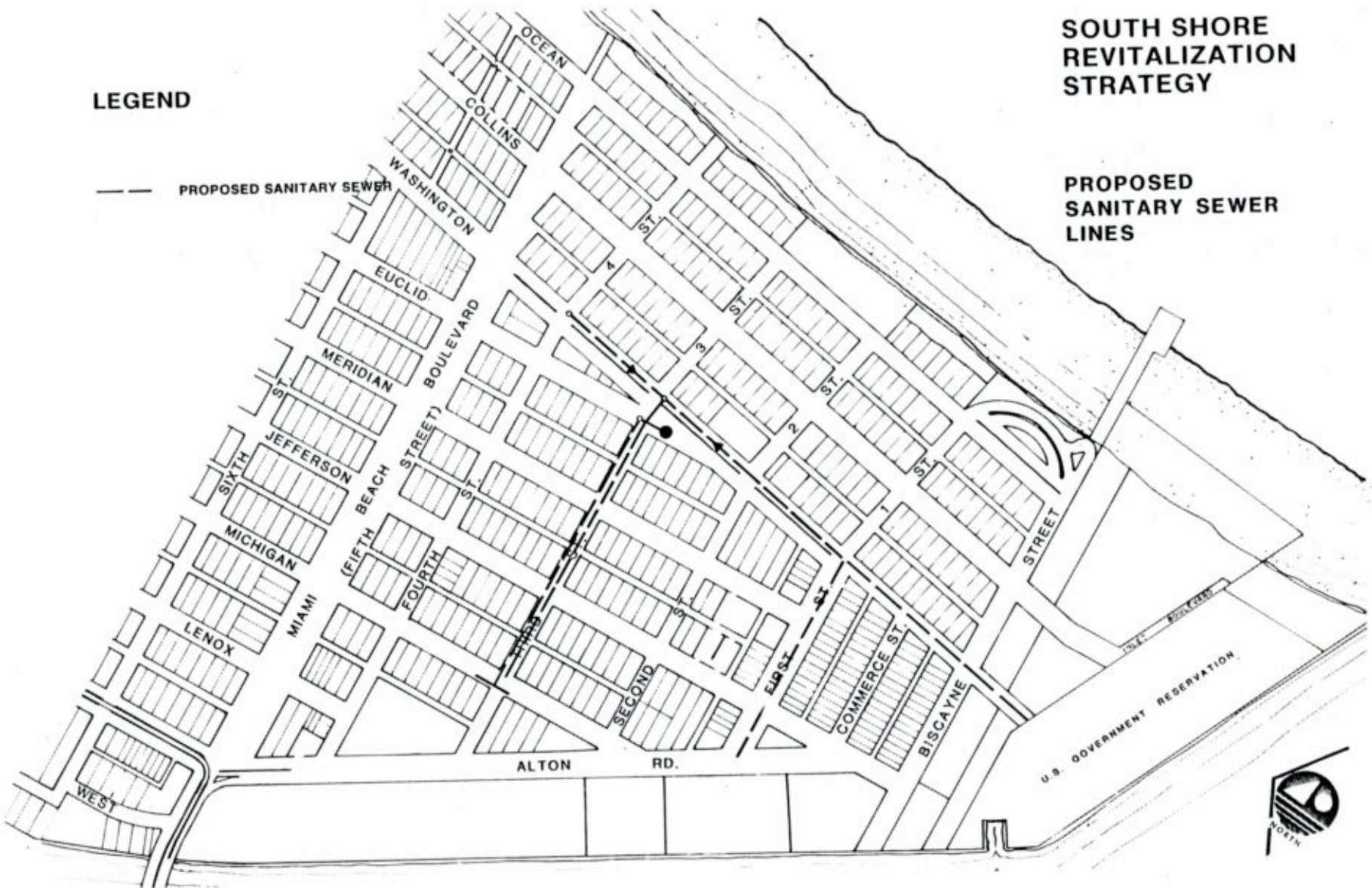


SOUTH SHORE REVITALIZATION STRATEGY

LEGEND

--- PROPOSED SANITARY SEWER

PROPOSED SANITARY SEWER LINES



8. DESIGN GUIDELINES

INTRODUCTION

Realizing the goals and objectives for the revitalization of South Shore requires design and economic strategies responsive to the issues and problems facing South Shore today.

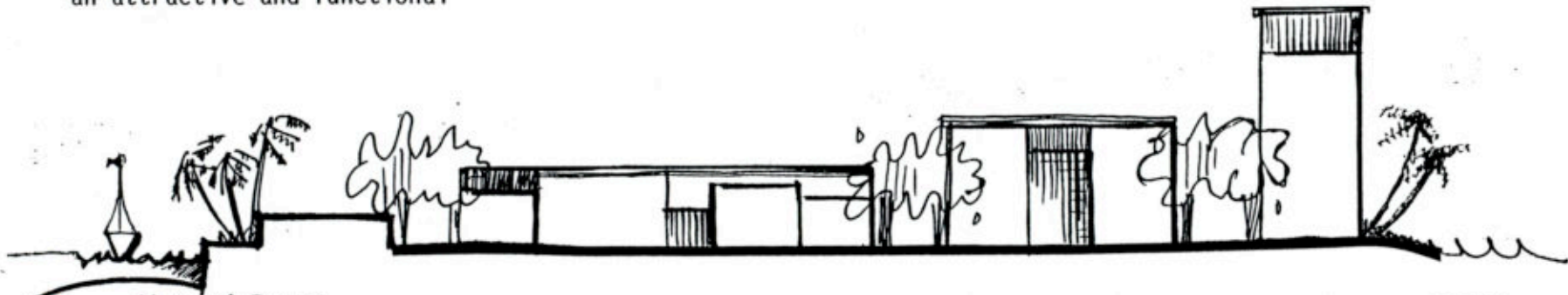
URBAN DESIGN GUIDELINES

The urban design strategy is to create a new urban neighborhood/resort community identity for South Shore and to strengthen the economic well-being of the area by providing an attractive and functional

environment, one which will preserve and enhance South Shore's positive resources while eliminating or minimizing its negative aspects. The strategy will address the rights of those already living in the South Shore as well as those who will be attracted to the community and thus will involve the following actions:

- o Develop guidelines and standards that establish South Shore as a "total image" environment - - a water-oriented community in which to live, work and play.
- o Create more effective pedestrian and vehicular circulation to allow people to move into, not only through, South Shore. Driving around the loop road should be experienced as a drive through a linear park.

- o Maximize South Shore's land use, natural environment and existing resource potentials.



HUMAN SCALE IS IMPORTANT COMPONENT OF BAYSIDE DEVELOPMENT AMENITY VALUE IS MAXIMIZED. "WALL OF CONDOMINIUMS" IS AVOIDED

URBAN NEIGHBORHOOD CORE HAS APPROPRIATE SCALE

TRANSITIONAL AREA BETWEEN URBAN NEIGHBORHOOD CORE AND EXISTING OCEAN FRONT HIGHRISE

EXISTING OCEAN-FRONT HIGH RISE DEVELOPMENT

Implementing the South Shore Revitalization Strategy through these actions will foster the desired urban neighborhood/ resort community identity and make the site an exciting area in which to live, shop, work, and be entertained.

ENVIRONMENTAL GUIDELINES

The special qualities of Miami Beach should be manifested in a design philosophy sympathetic to the regional environment. The following are some of the actions that will be involved:

Climate

- o Consider the angle of the sun at its highest and lowest points, particularly in the design of southern elevations. Balcony and arcade depths should recognize the positive effect of winter solar radiation, while screens and shading elements can mitigate the intensity of the summer heat. Large glass areas facing south should be recessed or screened from the summer sun. In

considering building massing, the shadow created should be plotted to anticipate the seasonal quantities of shade and its effect on adjacent buildings, open space, and activity areas. Sun-oriented amenities such as swimming pools should not be placed in areas of mid-day summer shade.

- o Use shading "devices" to encourage outdoor activity during the summer months. Relief from the summer heat should be provided for storefronts and arcades that face the south by using architectural overhangs, awnings, or adjacent dense vegetation. The generous use of indigenous, low maintenance vegetation would be appropriate as both a shade-producer and an aesthetic element. The shade produced by buildings can be



effectively utilized as oasis areas for people to congregate during the daytime heat. Street furniture such as umbrellas, canopies, and tents are effective for both shade and visual interest. Shading devices also may serve as protection from rain and, therefore, will relate to pedestrian circulation and congregation areas.

- o Express the potential of Miami Beach's southeasterly breezes for summer cooling in architectural and landscape design. Large building masses should be set sufficiently apart to encourage moderate velocity air currents between them. Continuous openings in buildings may act as breezeways and become pleasantly cooled even during the warmest days. Dense canopy trees in groupings could be introduced in large open areas to create a favorable "bosque" effect below.
- o Acknowledge the cooling effect of water elements, particularly in light of the project's location. Reflective pools, fountains, or waterfalls can be designed to maximize the cooling effect of water, particularly water set in motion. Air currents passing

through fountains and water elements would have a refreshing effect on adjacent open spaces.



streetscapes

- o Use the upper level of parking structures as amenity space for adjacent residential/office and retail buildings. The parking structures should have commercial frontages to minimize their visual impacts and to buffer adjacent residential buildings.
- o Provide a strong sense of entry - - possibly a large water feature - - to emphasize the water-oriented community.
- o Allow the streetscape to reinforce the concept of human scale. Landscaping and paving should be designed in small increments or elements to mitigate the impact of large blank walls or unbroken surfaces.
- o Use high quality street furniture throughout the project.

image

- o Develop an urban/resort theme for South Shore which would give the

area its own special identity and image. The new "total image" should be emphasized throughout the site through the imaginative use of graphics and signage. Restaurants and commercial uses should also relate to the theme.

- o Emphasize tropical and indigenous vegetation throughout the site as part of the South Shore "total image." This emphasis could be accomplished by the use of trees to define pedestrian street edges and pedestrian walkways. Outdoor spaces should also be reinforced by trees and other vegetation.
- o Define walkway edges and directions of pedestrian movement by creative lighting standards. This definition would not only continue the "total image" concept, but would also be a safety feature.

activities

- o Provide areas of passive relaxation within the pedestrian ways and locate special seating places along the visual corridors. Opportunities for

both organized and unstructured activities should be provided in the City facilities.

- o Employ signage and entrance features to encourage circulation via the planned loop system. Specific access points from the loop roads onto the individual parcels should be designated to control vehicular activity. Intersection conflicts and hazardous intersections should be eliminated wherever possible.
- o Provide parking on site to extent possible. All new development should be required to provide the necessary parking on site.

- o Place pedestrian crossways and signal lights with timers in key locations. Wherever possible, paving articulation should be used at pedestrian intersections to define the crossing area.

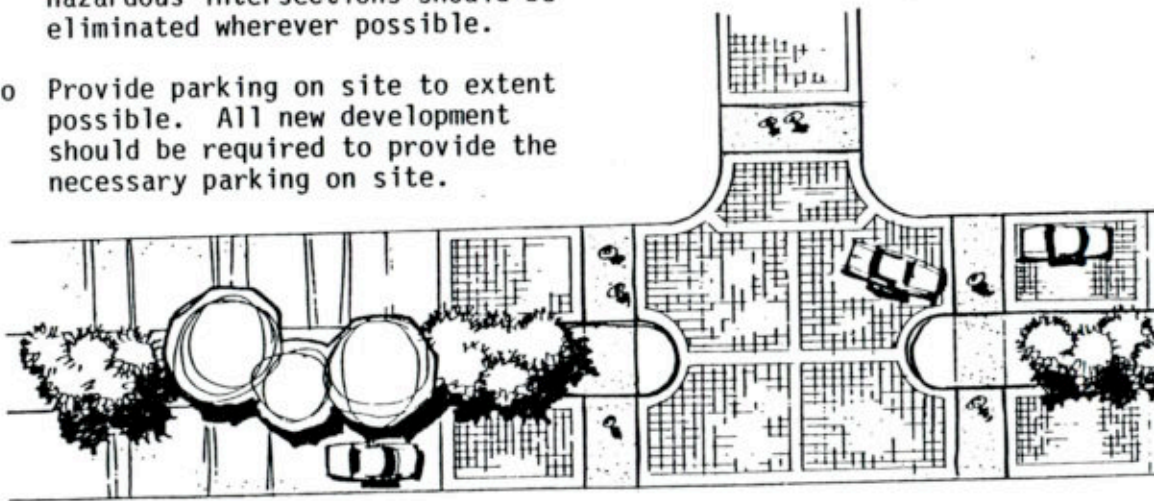
- o Design development along the ocean and bay to provide a variety of functional and visual relationships between the land and the water.

RENOVATION GUIDELINES

The following guidelines are intended to help individual owners and merchants formulate plans for the rehabilitation of their buildings. The guidelines do not imply that there is one correct style to follow. Rather, their purpose is to offer a framework within which individual decisions can be made.

- o It is most effective to develop building treatment designs based on entire block frontage. This approach allows easier and better coordination of color, design theme, materials and scale.
- o All original architectural elements, including cornices, lintels, sills, plasters, columns and ornamental detailing should be respected in any renovation work. To accomplish this

views



- o Screen open parking lots from adjacent streets, pedestrian areas, buildings, etc. Parking structures should be covered and their tops allocated to human activities and landscaping.

- o Establish visual corridors from Biscayne Bay to the ocean and provide pedestrian amenities along these corridors.

goal, these elements often must be re-exposed if they have been covered by subsequent layers of building material.

- o New first floor work should be treated as infill work below the building lintel and between plasters or columns that carry the apparent weight of the building.
- o It is important not to ignore the vertical continuity of the facade. Usually the visual result of remodeling is that the upper floors appear to be unconnected to the ground floor. In extreme cases, the upper floors seem to float if the new work in the ground does not relate to the rhythmic patterns originally expressed by the alternating of window and wall.

The mass of the building must appear to rest on solid support. Usually the horizontal and vertical elements that offer such support are strongly expressed on the facades of old buildings and new work should not eliminate or obscure them on the ground-floor level. While it is acknowledged that there are many ways to support a structural load, the

problem is a visual one and consistency with the original spirit of the building is more valuable ultimately than structural gymnastics.

- o Just as a building must have a way of reaching the ground, it must have a way of stopping at the top. Many older buildings achieve this with ornate, heavy cornices or strongly articulated eaves. Removing this cornice or parts of the detail work weakens the composition of the facade and diminishes the image of the building. Unless a cornice or eave is structurally unsound, it should not be removed for the sake of modernization. If it must be removed, it should be replaced with elements that duplicate the original intent, if not appearance.
- o When viewed from across the street or from down the block, the image of a building is likely to depend on its upper-story facade. For this reason, careful attention must be paid to upper-story windows, particularly their shapes, placement and decorative trim. These windows give a building

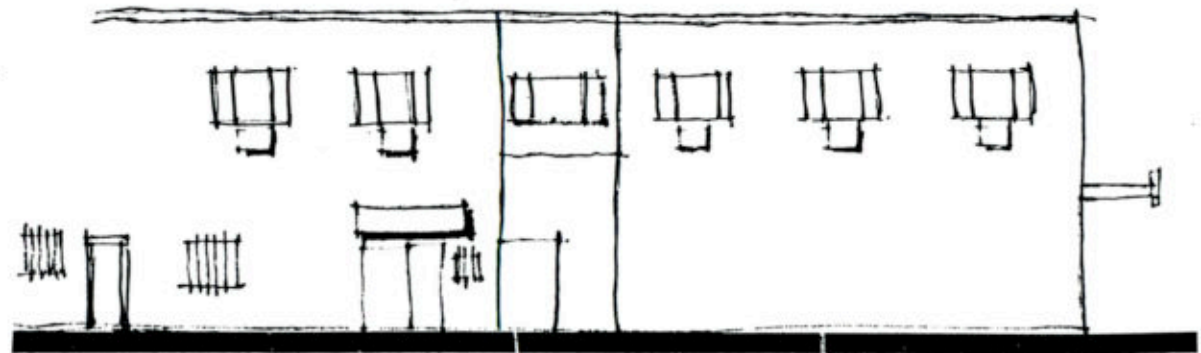
the impression of habitation and activity. Windows must be preserved and protected against needless alteration, boarding-up or elimination. If the original windows cannot be saved and it is necessary to replace them, the new windows should reflect the same size, proportion and, if possible, detailing as the original windows.

- o Too often signs overpower buildings. The context and placement of signs are important in determining proper size. With proper treatment, the building itself can serve as a larger, more impressive sign. Individual signs must reinforce a building's character, not obscure it. Most older structures have comfortable places along their facades in which signage can be accommodated. What is desired are excellence of lettering, careful color coordination with the building, creative lighting and the use of plaques, logos and decorative devices. Signs must identify and instruct, striving to have the impact of art, and an aesthetic, ornamental use.

o Awnings and window shades serve a dual purpose when attached along a building facade. They offer the inhabitant an immediate means of environmental control while serving as a strong source of identification for property owners, merchants, and passing pedestrians. Their identifying statement, however, may be one of confusion when scale and color are not coordinated. When a collection of shades or awnings punctuates the upper levels of a facade and when a series of storefronts is aligned along the street, care must be taken to express common design characteristics while allowing for individual expression.

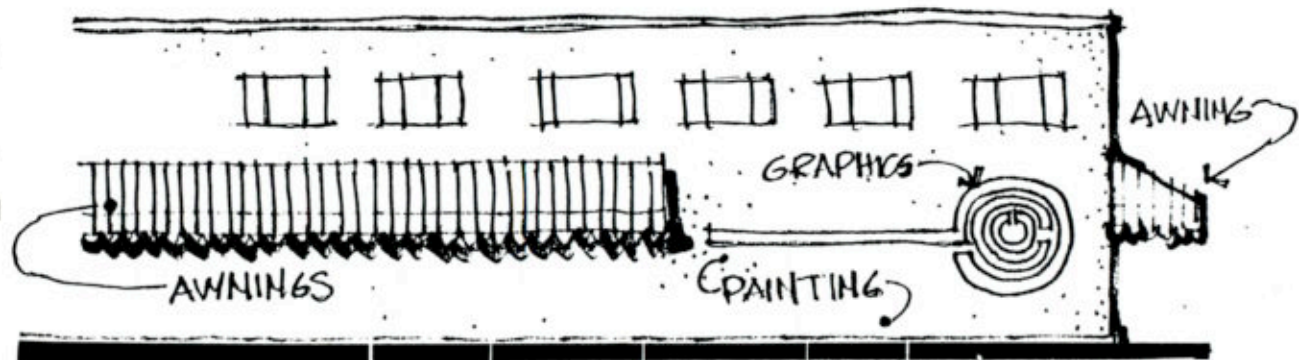
The color chart contained in the Facade Review Regulations, Section 24, of the Miami Beach Zoning Ordinance, lists shadings of color that the City feels will enhance the

tropical environment of the community. Owners are required to select colors from this chart when painting their buildings.



EXISTING FACADE: TYPICAL

o One of the most important decisions building owners make is the choice of exterior color. Choosing colors is a personal thing, but it has an enormous effect on the general character of the street. A good color scheme should be neighborly as well as effective in itself, so that both the building and the streetscape benefit. In general little or nothing is gained by the use of loud colors, especially those with no tradition of local usage.



PROPOSED FACADE

9. URBAN DESIGN GRAPHICS

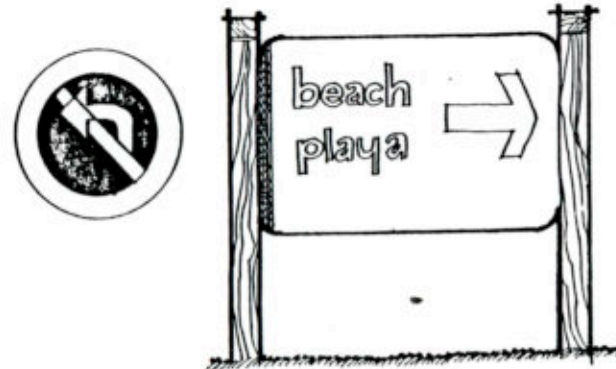
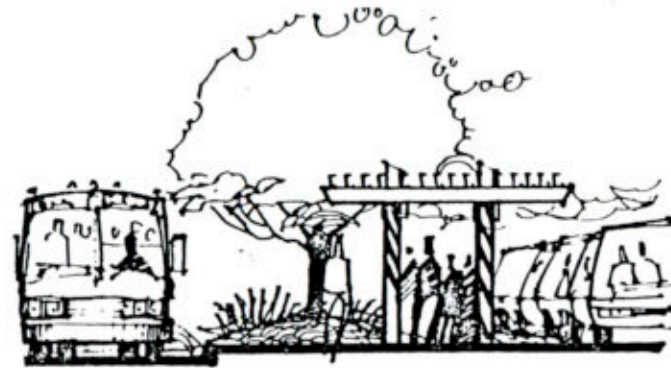
This section clarifies, develops and expresses the characteristics of the plan in three-dimensional terms. The following categories are discussed:

Design principles - Consideration of basic principles as guidelines for South Shore revitalization, in terms of visual quality, circulation, elements of form, and organization.

Design plan framework - Application of principles to the Revitalization Area as a whole, diagrammatically illustrating human scale, massing, and visual/spatial organization concerns.

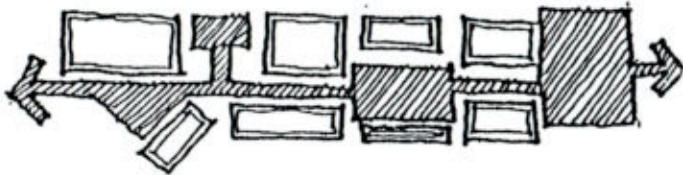
Design plan vocabulary - Method of achieving identifiable unity and appropriate imagery through application of consistent design elements.

Design plan implementation - Prototypical examples and renovation guidelines.



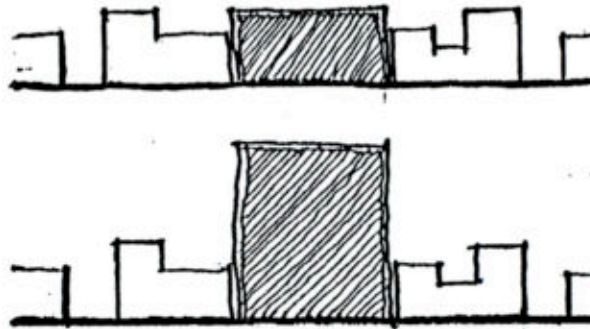
DESIGN PRINCIPLES

The following design principles have been extrapolated from many sources, including development guidelines prepared for the South Shore Revitalization Area's original plan. The principles illustrate basic concepts related to revitalization, and may be applied to decisions concerning scale, mass, circulation and open space.



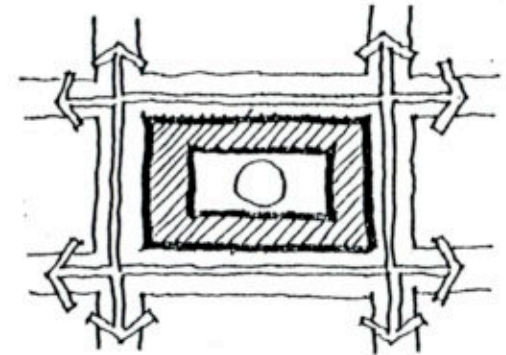
- o Public open spaces should be scattered, and varied in terms of size, shape, and activity.
- o Diversity of building types and uses should be encouraged. Preserving significant structures while attracting new construction results in such diversity. Unity and harmony may be achieved through sensitivity to scale, mass, and use of materials.

- o New construction and block infill projects should maintain the scale of the immediate site. The balance and unity of a block are disturbed when scale is ignored.



- o New construction should endeavor to restore the continuous streetscape through infill projects.
- o Vehicular circulation should occur externally of the block. Encouraging land aggregation could allow the development of "superblock" projects, potentially contributing significantly to the area's

quality and stimulating additional revitalization.



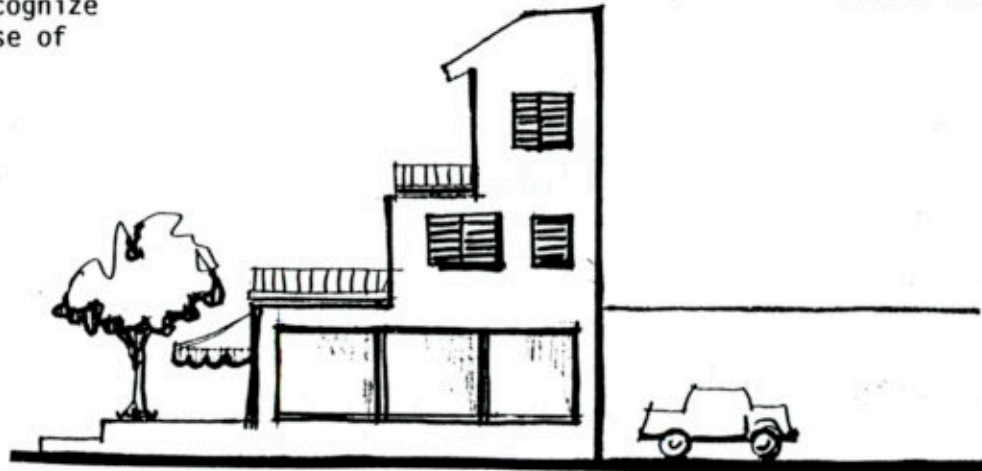
Existing significant structures and architectural resources should be integrated into revitalization efforts. This integration would provide scale references and maintain the South Shore identity and sense of place.

- o Public structures, architectural resources, and natural features such as water vistas provide focal points and should be consciously integrated into the pedestrian and vehicular network.

DESIGN PLAN FRAMEWORK

The design plan framework establishes the pattern of relationships between functionally diverse districts. The following massing scheme builds on the existing massing in the area and recognizes the environmental context, principles of human scale, and the importance of views and vistas:

- o Reinforce the concept of human scale with streetscape treatments. Whenever possible low-rise buildings should be located at street side to lessen the impact of higher structures behind. Architectural facade treatments with doors and windows, site furnishings, and plantings should all recognize and contribute to a sense of human scale.
- o Provide surface parking and parking structures with substantial landscape buffers to screen them from the street and adjoining land uses in the retail/commercial area. Parking in the commercial districts could be screened by commercial frontage. Similarly, in the urban residential district, a residential street frontage could screen or mitigate the visual impact of parking.
- o Establish "view corridors" to create and maintain views and vistas of the bay, the ocean, and Government Cut. The east-west streets that relate to the two oceanfront parks already have the beginning of a "view corridor" because of the existence of the parks. Incentive zoning could encourage the establishment of such corridors toward the bay. Alton Road and Washington Avenue suggest that a "view corridor" be established at their convergence towards Government Cut east on Fifth Street. A vista of the ocean already exists and should be maintained.

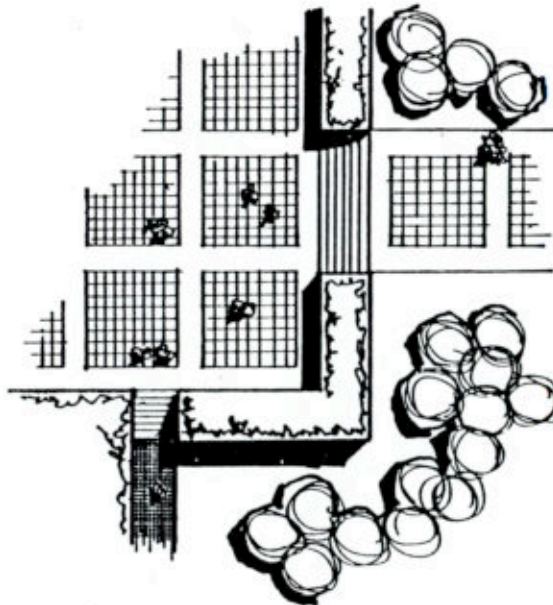


Presented in this section is a sample design vocabulary illustrating how design elements such as:

- o Lighting
- o Signage
- o Benches
- o Trash receptacles
- o Public telephones
- o Planters
- o Kiosks
- o Bollards
- o Walls
- o Paving
- o Bus shelters
- o Crosswalks
- o Parking area

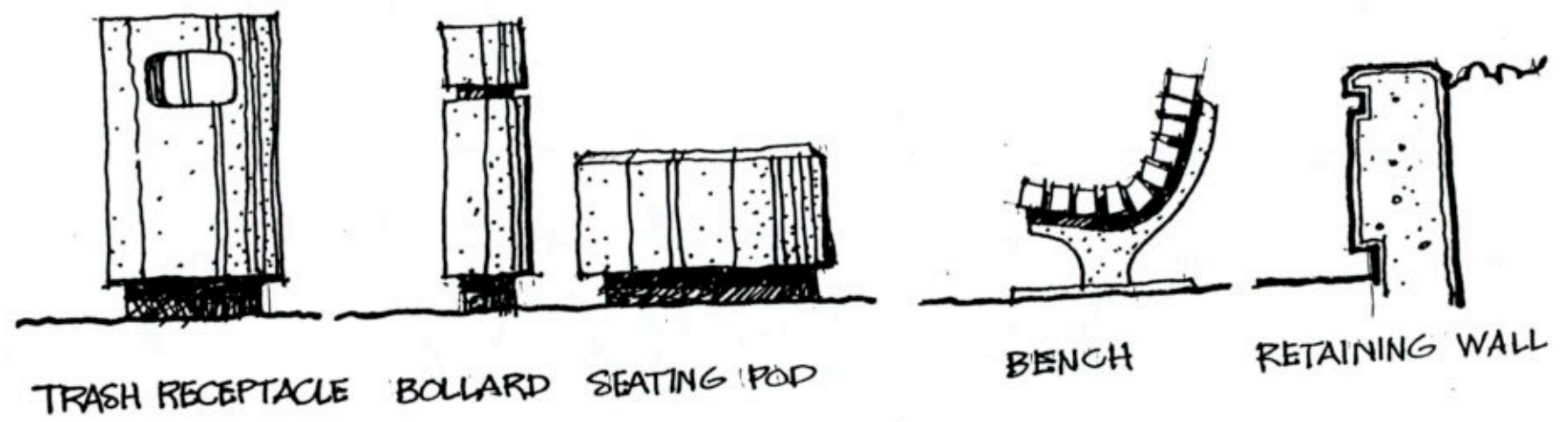
can be utilized to achieve urban design harmony, by balancing urban diversity through the orderly use of uniform, related design elements.

The initial choice of design elements relates to the area's environmental context (climate and native materials), social/cultural heritage, availability, costs, vandal resistance, and desired image.



SOUTH SHORE
REVITALIZATION
STRATEGY

• SITE FURNISHINGS



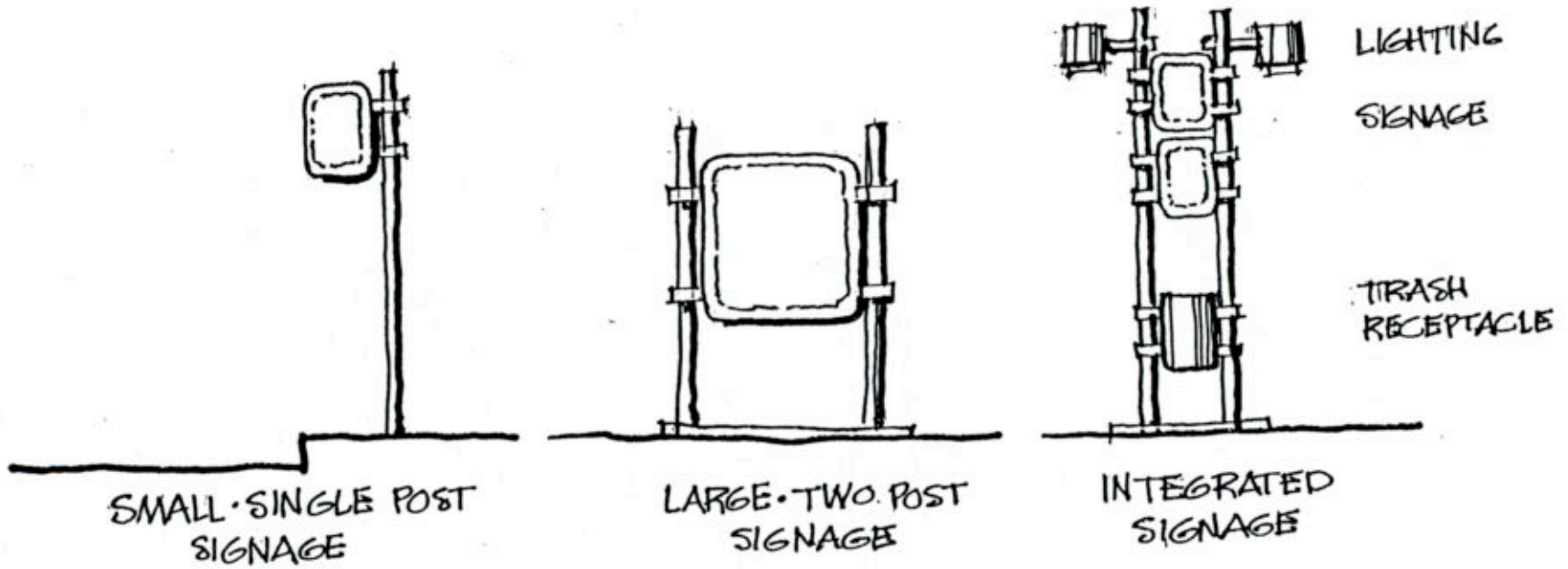
SOUTH SHORE REVITALIZATION STRATEGY

- TYPICAL HANDICAP RAMP



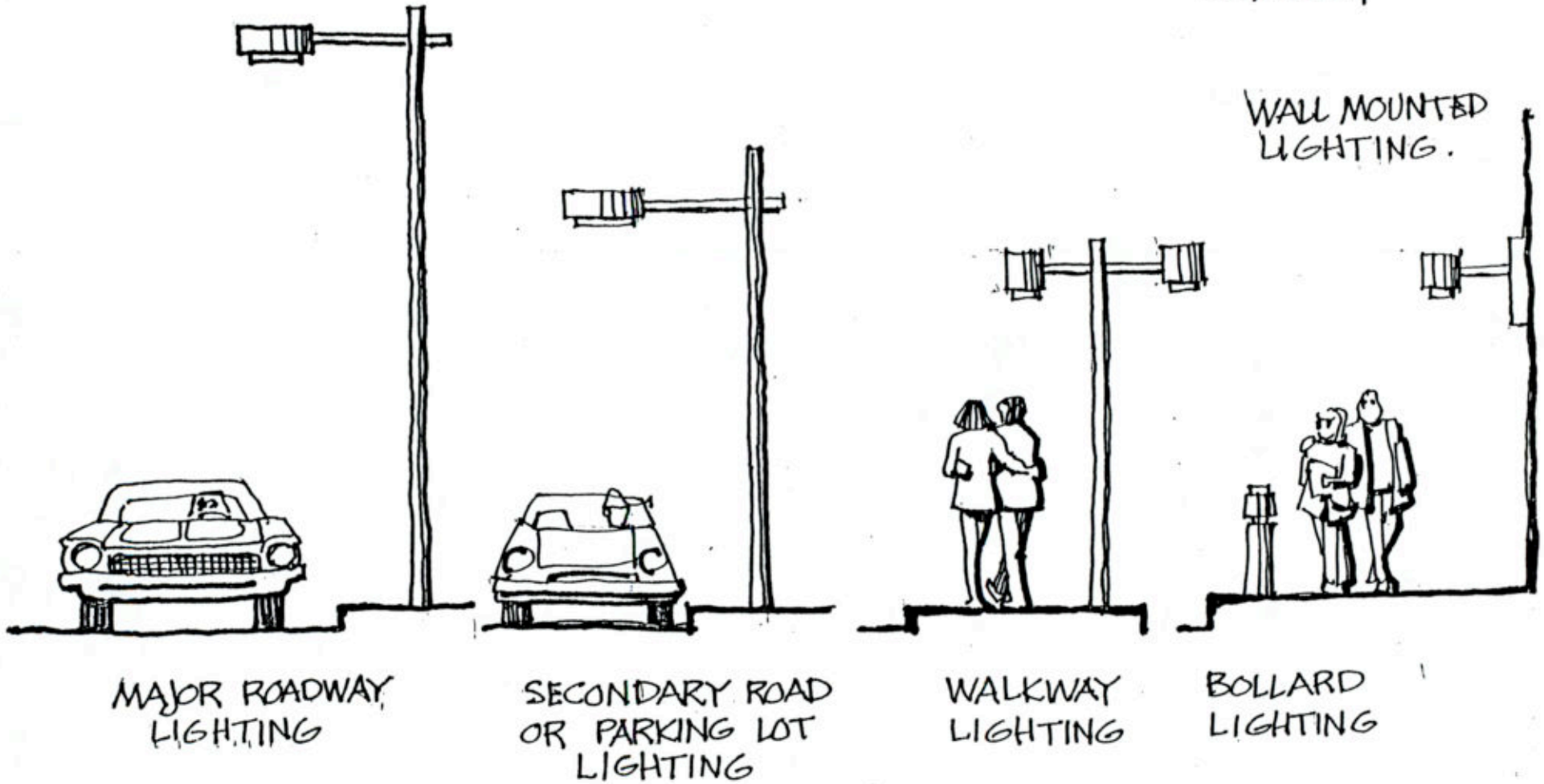
SOUTH SHORE
REVITALIZATION
STRATEGY

• SIGNAGE



SOUTH SHORE
REVITALIZATION
STRATEGY

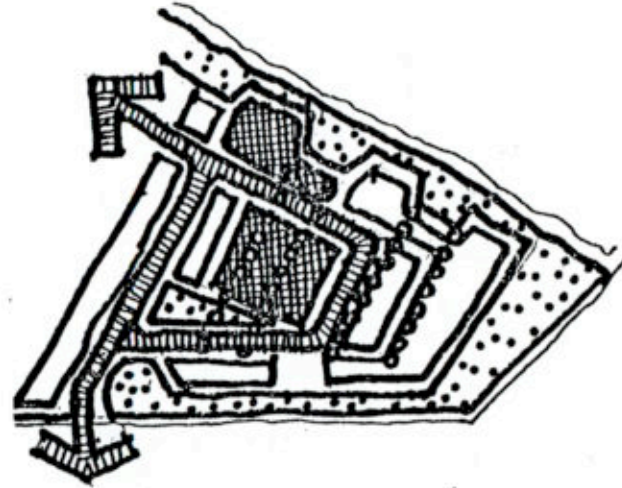
• LIGHTING



DESIGN PLAN IMPLEMENTATION

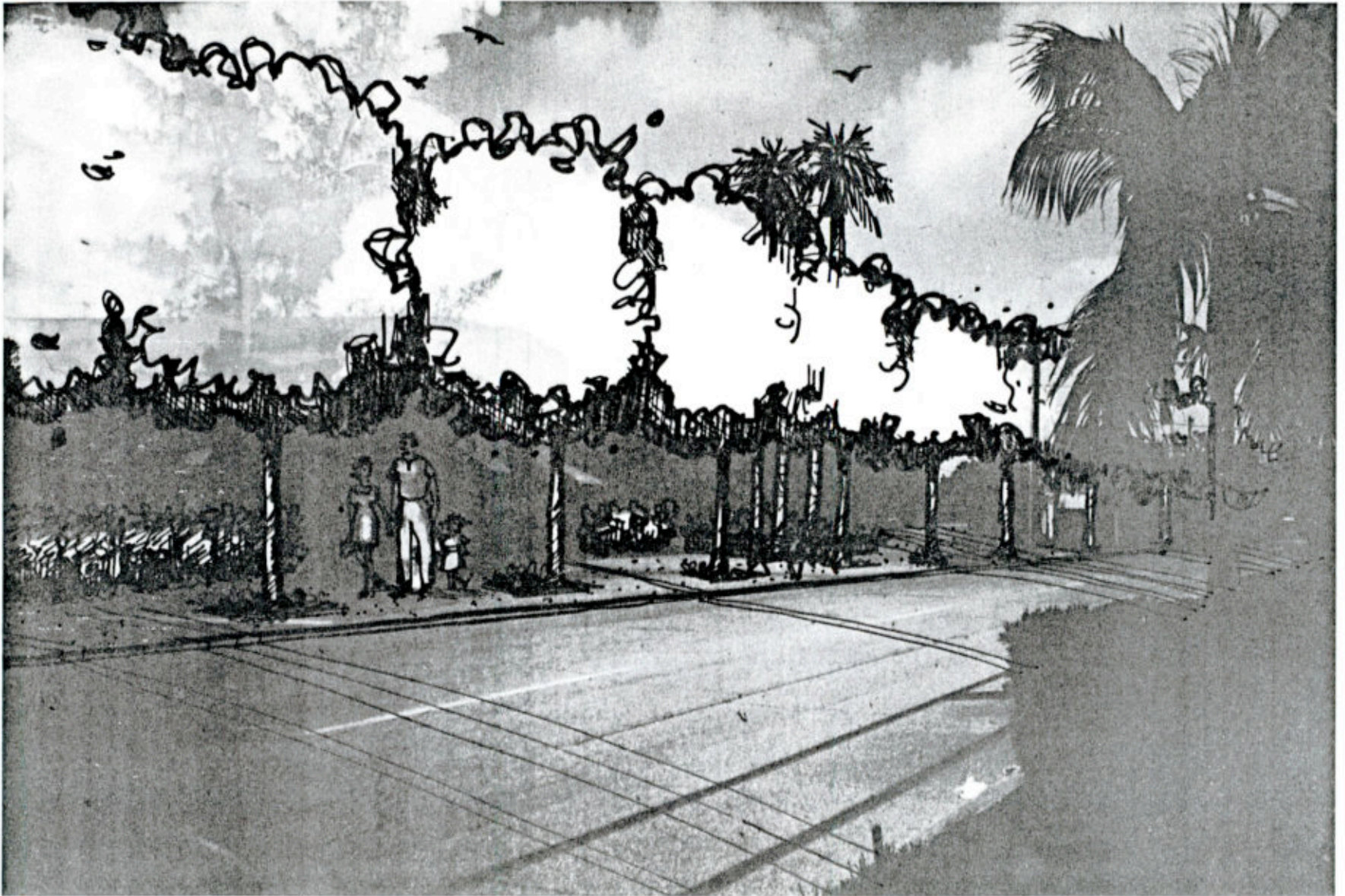
This section illustrates potential development scenarios of selected portions of the Revitalization Area:

- o Entry area
- o Fifth Street
- o Arterial loop - Washington Avenue at Third Street
- o South Shore Park Promenade
- o Washington Avenue/Fifth Street intersection

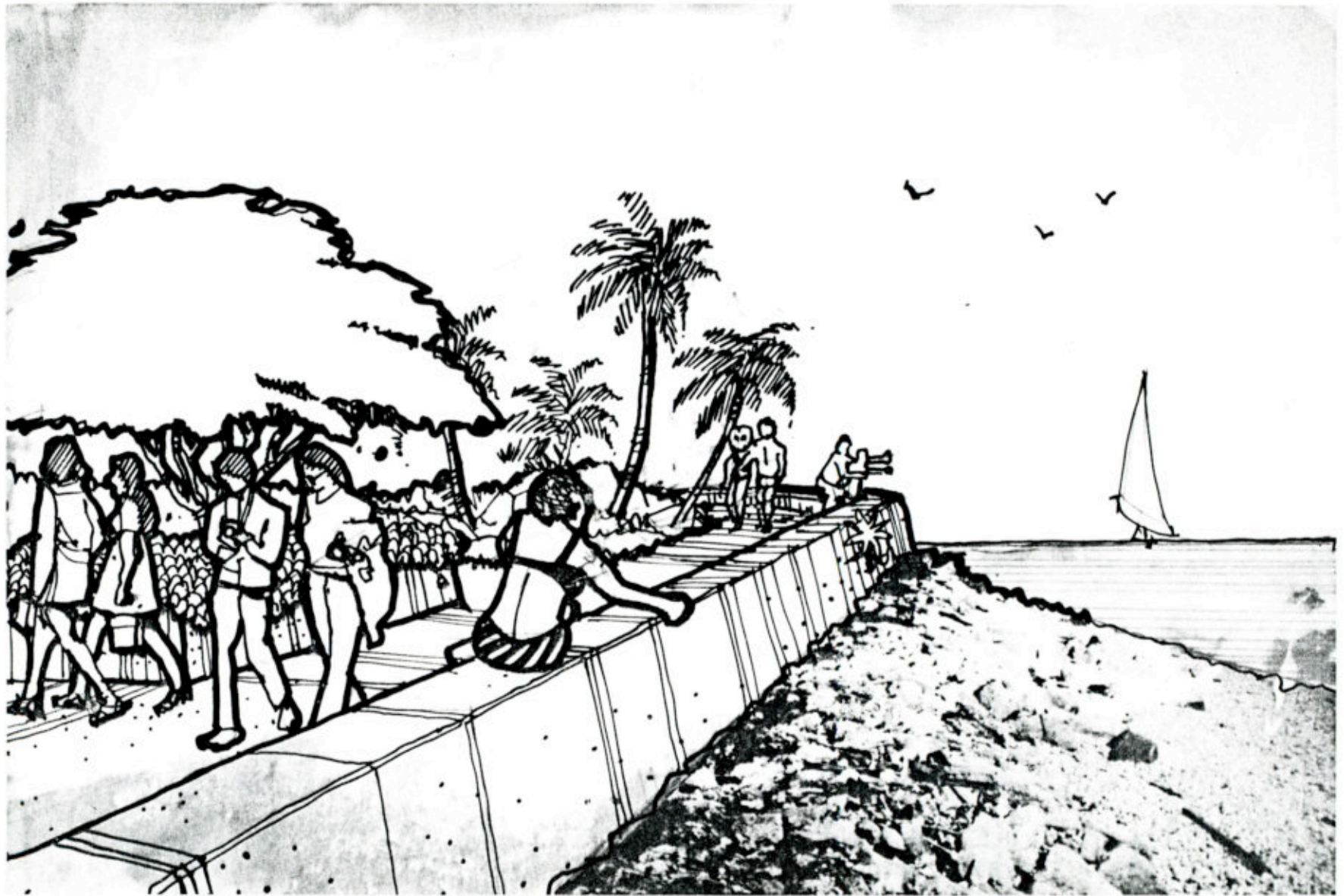




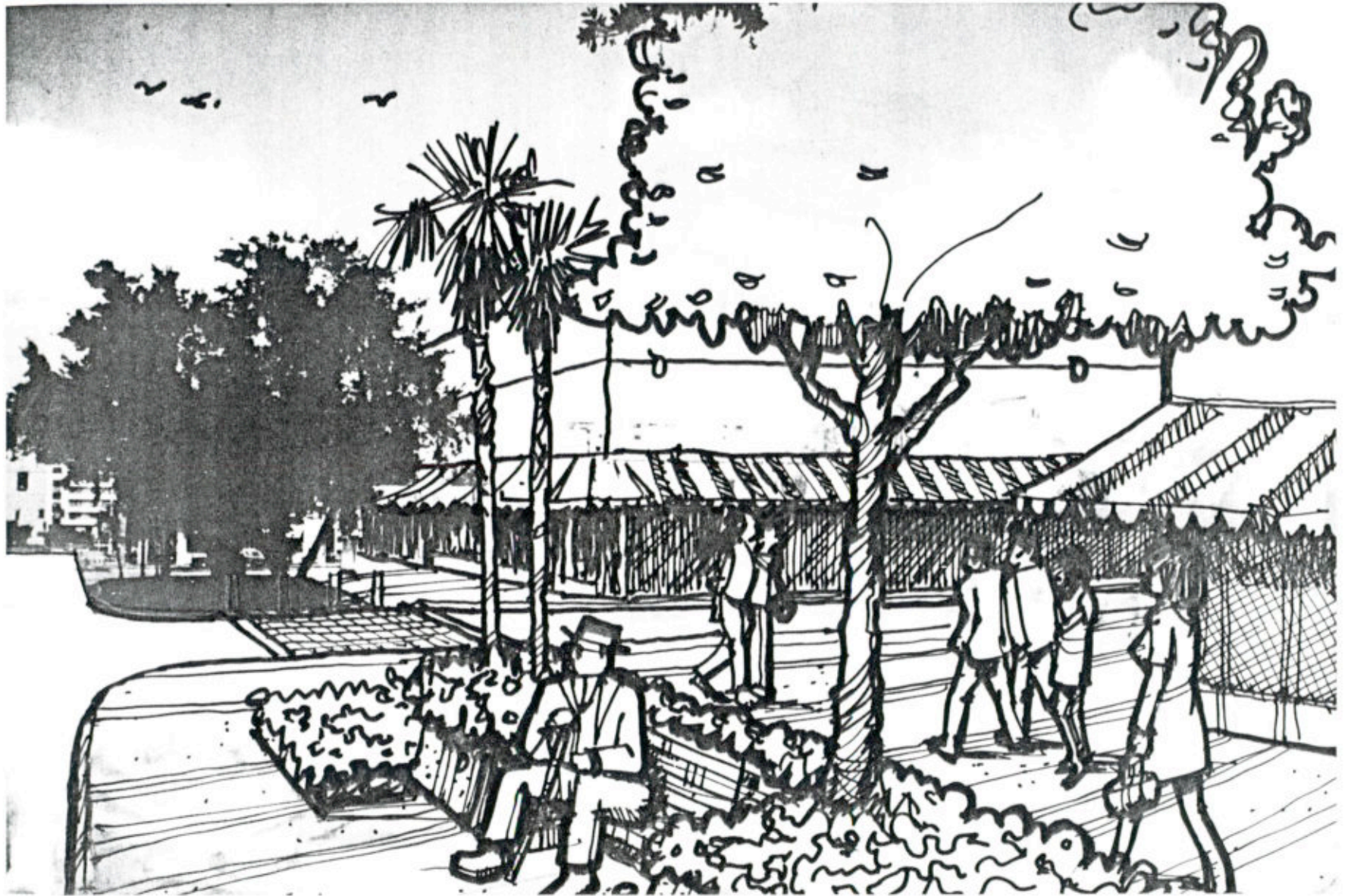
CAUSEWAY AT SOUTH SHORE
SHOWING PROPOSED WATER FEATURE AT ENTRY TO AREA AND PROPOSED MARINA SPECIALTY CENTER



3rd STREET AND WASHINGTON AVENUE
SHOWING STREET TREE PLANTINGS, ELIMINATION OF TRAFFIC CONFLICTS, AND PUBLIC
PEDESTRIAN AMENITIES

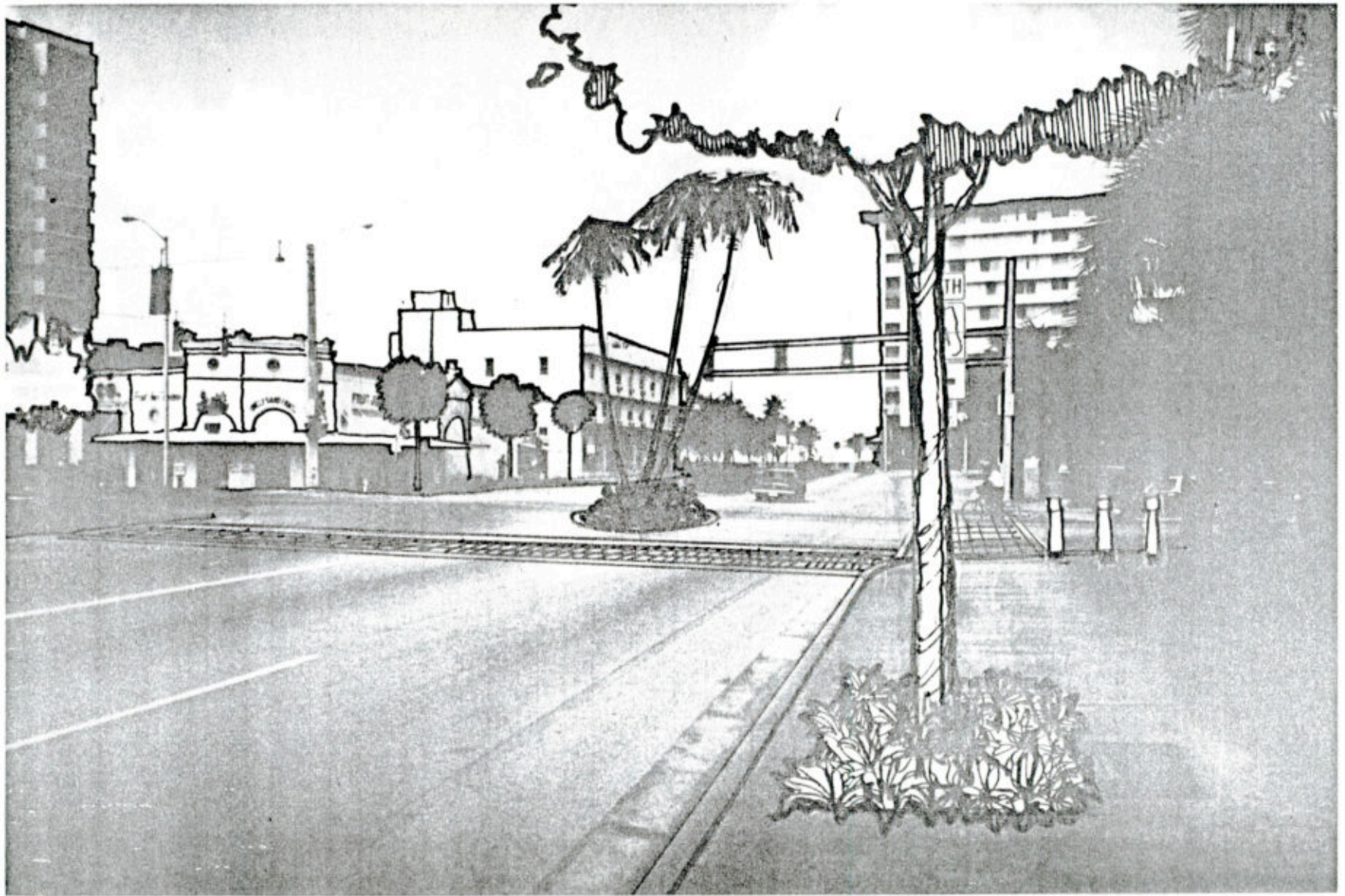


SOUTH SHORE PARK PROMENADE,
SHOWING PLANTINGS AND WALKWAY ALONG GOVERNMENT CUT



5th STREET

SHOWING STREET PLANTINGS, WIDENED SIDEWALKS, CROSS WALK, BENCH, RETAIL WITH OFFICE ABOVE.



5th STREET AND WASHINGTON AVENUE
SHOWING STREET TREE, PLANTINGS, CROSS WALKS, COLLARDS, AND ENGRAVING TERMINUS TO AXIS

10. ZONING AND LAND USE CONTROLS

PUBLIC PROPERTY: DEVELOPMENT GUIDELINES

The map of City-Owned Land (see page 26) identifies all publicly owned property within the South Shore Revitalization Area, including street rights-of-way. The amount of land in public ownership is approximately 113.7 acres or approximately 46 percent of the total Revitalization Area. Most of the publicly owned property is in City ownership; however, three significant parcels are not owned by the City. These parcels are the South Shore Elementary School, which is owned by the School Board of Metropolitan Dade County, and the Goodman Terraces and Rebecca Towers public housing developments, which are owned by the Miami Beach Housing Authority.

The City-owned properties consist of:

<u>Property</u>	<u>Approximate Acreage</u>
Marina	2.8
Street rights-of-way	56.2
Existing City parks:	35.4
Marina upland north and south	12.4
Other City property	6.9
TOTAL	113.7

The South Shore Elementary School building is on an approximately 2.2-acre site on the east side of Alton Road between Third and Fourth Streets. Because of declining enrollment in the South Beach area, the building is not being used as an elementary school. Rather, it is being planned for adult education programs, a use that is not necessarily permanent. The Lenox Avenue right-of-way and the small triangular-shaped parcel west of Lenox Avenue were given to the School Board by the City and are currently used for parking.

The South Shore Elementary School is in a state of disrepair and would require a substantial expenditure of funds to again make it usable for elementary school purposes. In addition, the size of the existing school site is below State standards.

The school site is not particularly well located in terms of its potential service area, but is extremely well located for use or development in conjunction with the marina and proposed commercial development on the west side of Alton Road. Therefore, costly expenditures for rehabilitation and repair may not be warranted.

A highest and best use analysis of the site would dictate its use for other than elementary school purposes. Implementation of the Revitalization Strategy Plan could however, eventually result in the need for an elementary school to serve the school-age population. Elementary school children in the area currently attend a school located outside of the Revitalization Area.

The School Board may be receptive to the idea of constructing a new elementary school on a different site to replace the existing South Shore Elementary School. This would necessarily require City identification, and School Board approval, of an appropriate alternative site within the Revitalization Area. The City would then acquire the site and transfer the title to the School Board in exchange for title to the South Shore Elementary School site.

Such an approach would have a great deal of merit since it would accomplish a number of important City objectives: (1) release of a principal site for redevelopment in conjunction with the marina and adjacent upland development; (2) more coordinated and integrated development opportunities between areas east and west of Alton Road; and (3) introduction of a new elementary school which would be a physically positive and emotionally beneficial asset in the Revitalization Area. This approach would also accomplish several important School Board objectives such as: (1) elimination of an old, dilapidated school; (2) replacement

by a more centrally located and larger site that more closely conforms with State standards; and (3) development of a facility better able to meet the needs resulting from the South Shore revitalization.

The City and the School Board have initiated discussions designed to lead to a site selection process and ultimately to negotiations necessary to achieve the specified objective. If the South Shore Elementary School site is transferred to the City, it will be made available for redevelopment pursuant to the process suggested by the development guidelines for public property and in accordance with the land use standards contained in the development guidelines for private property.

GOODMAN TERRACES/REBECCA TOWERS

Rebecca Towers is an existing high-rise development of 400 units of elderly housing on a 2.2-acre site between Alton Road and Biscayne Bay. The two towers were built in 1975 and 1978 and are in sound condition. The Revitalization Plan indicates retention of this development.

Goodman Terraces is an existing low-rise development of 50 units of family public housing on an approximately 1.2-acre site just south of Biscayne Street between Jefferson and Washington Streets. The units are in a deteriorated condition and are not susceptible to rehabilitation without expenditure of inordinate sums of money. The site is not well suited for public housing, particularly with respect to the proposed Revitalization Plan, but is critical to the continuity of use and development along the perimeter of the South Shore Revitalization Area, lying just west of the Miami Beach Kennel Club property and between South Shore Park and the south marina upland development area. The site was formerly City-owned, but was transferred to the Miami Beach Housing Authority.

In 1979, the Housing Authority applied for and received approximately \$170,000 from the Department of Housing and Urban Development (HUD) for renovation (merely to correct existing health and safety problems), but the funds were never expended and were recaptured by HUD. Complete rehabilitation would cost

considerably more. In 1980, the Housing Authority sought approval for a 60-unit family housing project on land situated on Normandy Isle, but the site was ultimately rejected by the City. More recently, the Housing Authority submitted an application to HUD for approval of and funds for "acquisition and demolition" of Goodman Terraces; but HUD rejected the application.

Two alternatives exist: complete renovation of the project or "acquisition and demolition" of Goodman Terraces and provision of replacement housing elsewhere in Miami Beach, either within or outside of the Revitalization Area. In terms of conformity with the Revitalization Plan, the latter is vastly preferable, though it may well be the more difficult to achieve.

"Acquisition and demolition" of the project and transfer of the land back to the City would allow for its utilization in accordance with the plan: (1) as a continuation of the open space link between South Shore Park and the marina-related development, (2) in conjunction with the development of the Miami Beach Kennel Club property, or (3) in conjunction with the development of the south marina upland development area.

Whereas renovation of Goodman Terraces requires only an application for funding to HUD, "acquisition and demolition" triggers the need for replacement housing. Fulfilling this need is problematic because (1) HUD funds for replacement housing are unavailable this year and are very limited generally; (2) it is difficult to locate a suitable site for replacement housing; and (3) HUD policy discourages the use of existing housing resources, even if vacant, to satisfy replacement housing needs. An application for "acquisition and demolition," therefore, would not be favorably viewed by HUD unless it could be persuasively shown that it is critical to the Revitalization Plan and that suitable replacement housing was or would be available.

The ability to use existing housing resources as replacement housing would significantly ease the burden of locating an appropriate alternative site. The City Planning Department has preliminarily investigated the utilization of certain City-owned lands outside the Revitalization Area as alternative sites for replacement housing.

The City has initiated discussions with the Housing Authority for the purpose of actively pursuing the option of "acquisition and demolition" of Goodman Terraces with provision of appropriate replacement housing. The City additionally is committed to the identification of suitable replacement housing sites, if existing housing resources cannot be utilized.

STREET RIGHTS-OF-WAY

The Existing Roads Map (see page 20) specifies the existing rights-of-way of City-owned streets in the Revitalization Area. As indicated in the plan, there is an opportunity for (1) redesign of the major traffic flow pattern through the area, utilizing a primary arterial loop consisting of Alton Road, First Street and Washington Street, and a secondary arterial loop consisting of Jefferson Street, Biscayne Street, and Ocean Drive; and (2) elimination of local streets. These proposals are described in Sections 7 and 8, The Plan and Design Guidelines.

EXISTING CITY PARKS

There are several City parks in the Revitalization Area, as indicated on the Existing Land Use Map. These will all remain. The principal expansion of available park facilities will come about by virtue of the South Shore Park development on approximately 17 acres at the southern tip of the City of Miami Beach and of the Revitalization Area, formerly the U.S. Government Reservation. This property was deeded by the U.S. Government to the City with a restriction that it be used for park purposes only and subject to a 50-foot easement in perpetuity for channel maintenance.

In 1980, the City received a \$1.5 million grant from the U.S. Department of the Interior, Bureau of Outdoor Recreation, Land & Water Conservation Fund, for development of the property as a public park. This amount was required to be, and has been, matched by an equal amount of City funds. Thus, a \$3 million park planning and development project is now under way. Park design has been submitted to the Bureau of Outdoor Recreation for

approval; construction and park development are on an accelerated schedule to commence in February, 1984 and to be completed by September 1984.

MARINA AND MARINA UPLAND NORTH AND SOUTH

The City owns approximately 15 acres along Biscayne Bay extending south between the bay and Alton Road from Fifth Street to Biscayne Street, excepting the site of the Rebecca Towers elderly housing development. This site is only 300 feet wide, but is approximately one-half mile in length, has continuous bay proximity and views, and has excellent vehicular access both from Miami Beach and from Miami along the MacArthur Causeway. The water side portion of this site and approximately 2.8 acres of the land side will be utilized for the South Shore Marina. Lease negotiations have been completed for construction of the 400-wet-slip marina, dry dock facilities, and accessory land side facilities, all pursuant to private sector financing. The marina design and facilities are shown in Section 7.

Upon initiation of marina construction, the City will make available the two remaining upland development parcels: a 6.8-acre parcel north of the central marina facilities which is intended for marina-oriented commercial development, emphasizing restaurant facilities and retail commercial operations that can take maximum advantage of the marina locale and the bay views; and a 5.6-acre parcel south of Rebecca Towers which is intended for marina-related hotel development.

The marina project itself is being accomplished through use of a long-term lease in the nature of a "development agreement," which specifies in detail the permissible land use, intensity, urban design, bulk, height, and operational and financial standards for the marina. While the marina and the marina upland areas are zoned for "MU-Municipal Use" because they are City-owned (upon ownership of any property by the City, said property automatically converts to the MU-Municipal Use district), and while they will remain in City ownership, their ultimate use, in accordance with the Revitalization Plan, is for

private development, as specified above. The underlying MU zoning is, therefore, somewhat inappropriate and should not be held to restrict the ultimate development potential of this property so long as the City owns the property and maintains control over its development and use. Such control can be accomplished through a long-term lease and "development agreement."

The existing MU zoning of this property may be retained; but the text of the MU district zoning ordinance should be amended to permit greater flexibility in the permitted uses and to allow for a broader definition of "public" use if such use will occur pursuant to a "development agreement." The concept of the "development agreement" should also be added to the zoning ordinance.

A "development agreement" is a legally binding contractual document entered into between a local government unit and a private party for the development and use of publicly owned property in accordance with the terms and conditions of the "agreement." Where a development is to occur on publicly owned property, the development agreement as a part

of or a supplement to a long-term lease is useful to specify the terms and conditions of development. These may include, but are not necessarily limited to, specific restrictions on use, density, height, bulk; required reservation, easements and dedications; required improvements; required public facilities and services; amenities; development mix; parking; signage; landscaping; urban design features; timing and phasing of the proposed development; required sequence of development; required coordination with adjacent uses and developments; use of air rights; possibilities and events which may trigger changes in the agreement; compliance reviews; etc. Many of these factors are not typically incorporated in standard leases and are not covered by underlying zoning.

OTHER CITY PROPERTY

In addition to the properties previously identified, there are a number of scattered parcels in the Revitalization Area in City ownership. These include a small vacant parcel at the intersection of Fourth Street and Alton Road and

several parcels between First and Second Streets and between Jefferson and Meridian, the principal one of which is currently used as a police station. This use, however, is temporary and the property will be available for redevelopment and reuse when a new police facility is completed at the old City Hall site. When relocation of the police facility occurs, the City will be in a position to negotiate for the disposition or lease of the approximately 1.4-acre property.

Since the City owns the majority of property in the block where the police station is now located and since most of the structures are old and have major structural deficiencies, acquisition of the entire block by the City may be appropriate to assemble a single parcel of sufficient size to enable a major development to occur. Subsequent to City acquisition, the "development agreement" mechanism would be utilized in conjunction with the lease or sale of the property to ensure its use and development in accordance with the Revitalization Plan and City objectives.

PROPERTY ACQUISITION, PROPERTY DISPOSITION, PROPERTY DEMOLITION, REHABILITATION AND RELOCATION

eminent domain

The Revitalization Plan anticipates, and can be implemented with, only selective and judicious use of City eminent domain power. This power should be utilized primarily in the following circumstances:

- o To acquire small parcels or portions of parcels as may be necessary to implement the public improvements plan. This would include, for example, acquisition of a small portion of Block 80, Lot 13 to accommodate the necessary turning radius for the major transportation loop along Alton Road and First Street.
- o To acquire the remaining parcels in a block in which sufficient land assembly has already occurred so that more than 50 percent is in a single ownership. In such cases, the City would require, as a condition of the

exercise of the eminent domain power, that the principal property owner make a good faith effort to negotiate a purchase with the other owners and that the principal owner negotiate a "designation and development agreement," pursuant to the Community Redevelopment Act (see Property Disposition section below and Appendix G), with the City for the development of the total property, including a commitment as to the timing and financing of the development.

- o To acquire properties that are substandard or that exhibit major deficiencies that render them unfit for human habitation, that are unsafe or present health hazards, or that have a sufficiently blighting influence on surrounding properties as to inhibit the redevelopment of such properties.
- o To acquire properties that are being used for purposes that are inconsistent with the proposed Revitalization Plan and which continued use has a blighting influence or inhibits the achievement of the plan in that area.

- o To acquire properties suitable for an elementary school site, if needed, or for replacement of public housing upon the "acquisition and demolition" of Goodman Terraces.

All eminent domain activity shall be undertaken and accomplished pursuant to Fla. Stats. 163.375 and this plan. The City and the Agency have the right to acquire by condemnation any interest in real property which it may deem necessary for, or in connection with, a community redevelopment project and related activities.

property disposition

Any City-owned property, including that acquired by exercise of eminent domain power, may be disposed of in accordance with the terms and conditions of Fla. Stats. 163.380. The City and the Agency may transfer ownership to a private party, retain such property for public use, enter into contracts for its use and/or development for residential, commercial, industrial, recreational, educational or other

uses in accordance with the Revitalization Plan, and subject to such covenants, conditions and restrictions as it may deem necessary to carry out the purposes and objectives of the plan. Thus, "designation and development agreements" may be required for all such property; however, such sale, lease, other transfer or retention, and any agreement relating thereto, may be made only after approval of the plan by the City Commission. The purchasers, lessees or their successors and assigns are obligated to devote such property to the uses specified in the plan and may be subject to such other requirements as may be imposed by the City or the Agency, including the obligation to begin any required improvements within a reasonable time (Fla. Stats. 163.380(1)).

Property may be disposed of at not less than its fair market value and in accordance with such reasonable competitive bidding procedures as the City or the Agency may prescribe. The instrument of conveyance may provide that no further transaction may occur without the prior written consent of the City or the Agency or until certain improvements are completed (Fla. Stats. 163.380(2)).

Prior to such disposition, the City or Agency must give public notice by publication 30 days prior to execution of a contract to sell, lease, or otherwise transfer real property; and, prior to the delivery of the instrument of conveyance, the City or Agency must invite proposals from, and make all pertinent information available to, private redevelopers or any persons interested in undertaking to redevelop or rehabilitate a community redevelopment area or portion thereof. The City or Agency shall consider all such proposals and the financial and legal ability of the persons making such proposals to carry them out, and may negotiate with any persons for proposals for the transfer and development of such property.

The City or the Agency may accept such proposal as it deems to be in the public interest and in furtherance of the plan (Fla. Stats. 163.380(3)). The statute thus provides for alternative procedures for property dispositions: (1) competitive bidding pursuant to established City or Agency procedures; and (2) competitive negotiations whereby the City or Agency solicits proposals and is

free to negotiate with any proposer. The City and the Agency anticipate the utilization of both procedures in furtherance and implementation of this plan.

After acquisition, but prior to disposition, the City or Agency is permitted to operate and maintain, on a temporary basis, any real property in a community redevelopment area for such uses and purposes as it may deem desirable, even though they are not in conformity with the plan (Fla. Stats. 163.380(4)).

Property currently in City ownership which is anticipated to be disposed of, by lease or sale, is described above. Other public property that may in the future be available for disposition includes the sites of the Goodman Terraces housing project and of the South Shore Elementary School, if first acquired by the City or the Agency. Other City-owned property that will likely be available for future disposition includes the site of the current police facility. Other properties, acquired pursuant to exercise of City eminent domain power, may also be available for disposition. Disposition by sale will be

contingent upon a "designation and development agreement"; disposition by long-term lease will be contingent upon such lease and a "development agreement."

relocation

The Community Redevelopment Act specifies that the plan "provides assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the "redevelopment area" (Fla. Stats. 163.362(7)) and that "a feasible method exists for the location of families who will be displaced from the community "redevelopment area" in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families" (Fla. Stats. 163.360(6)(a)).

The City of Miami Beach has a 13 percent residential vacancy rate, which provides an ample relocation housing resource for persons displaced from housing in the South Shore Revitalization Area. Little relocation is anticipated in the first five-year time frame of the plan since new development is

anticipated to occur primarily on the City-owned north and south marina upland development areas, on the vacant Miami Beach Kennel Club property, and, possibly, on the vacant site in the northwest corner of the Revitalization Area, north of Fifth Street, along Biscayne Bay.

If Goodman Terraces is "acquired and demolished," the City or the Agency is committed, and in fact is required by HUD, to provide suitable replacement housing. Since this plan minimizes demolition and clearance activities and maximizes rehabilitation opportunities, the relocation and replacement housing problem will be minimal and can be accomplished via existing identified City housing resources, as set forth in the City's Housing Assistance Plan. Public demolition activity will be limited to those cases where a health or safety problem is present which has not been susceptible to resolution via code enforcement activity.

The Existing Condition of Structures Map (see page 28), which identifies substandard structures and those with major structural deficiencies, suggests where City code enforcement activity will be

targeted and where City acquisition and/or demolition may be warranted. Those structures identified as having only minor deficiencies may be suitable for rehabilitation and will be eligible for rehabilitation loans and grants pursuant to the City Community Development Programs.

PRIVATE PROPERTY: DEVELOPMENT GUIDELINES

Privately owned property within the Revitalization Area comprises approximately 102.6 acres or 47 percent of the total land in the area. The significant characteristics of this property are that it is largely developed, not vacant (see Existing Land Use Map) and in multiple ownerships (see Parcel Aggregation Map, page 27, and Appendix A), which makes land assembly for large-scale redevelopment difficult. Therefore, if City eminent domain power is not utilized extensively, other means need to be applied to encourage the land assembly necessary for large-scale development and to encourage the rehabilitation of deteriorated, but usable structures.

According to The Plan (see Section 7), the Revitalization Area is divided into nine land use components including both publicly and privately held property. Publicly held parcels include Parcel C - Marina Upland South; Parcel E - Marina Upland North; Parcel H - City Parks; and Parcel I - Marina.

Privately held parcels include the following:

Parcel A	Fifth Steet Area
Parcel B	Urban Neighborhood
Parcel D	Retail Core
Parcels F and G	Resort Hotel

All private development shall be subject to new permanent zoning and development guidelines (see the Proposed Zoning District Map, page 98). The new zoning system shall incorporate a land use intensity guide, performance standards and urban design criteria, and shall require site and development plan approval, including landscaping, design, and architectural review components. In addition, private developers of major projects will be encouraged to utilize "development agreements."

One of the principal uses of a "development agreement," is to ensure that the developer obtains vested rights to existing zoning and development regulations. The commitment by the City not to alter zoning or other regulations for a specified time period is generally made in return for commitments by the private developer as to construction of improvements, provision of public facilities or amenities, and timing and sequencing of development.

A "development agreement" serves to allay the developer's fears of potential changes in zoning, development regulations, or development review procedures, thus enabling developers to proceed with confidence on projects that may require substantial commitments of time and money. The "development agreement" aids the City by providing a legally enforceable vehicle for ensuring that development is consistent with the plan and meets the subjective urban design and qualitative criteria set forth therein. It also allows the City to coordinate the timing and sequencing of development with the phasing of public improvements in the redevelopment area.

urban neighborhood (residential)

The existing underlying zoning in this area is RM-60 and RM-100, pursuant to the Miami Beach Zoning Ordinance (Ordinance No. 1891, as amended). These districts permit multi-family residential development, hotels (RM-100 only), and associated uses at a density not to exceed 60 and 100 dwelling units to the acre, respectively. Both districts require minimum lot widths of 50 feet; minimum lot areas of 5,000 square feet; a minimum floor area per unit of 400 square feet; and no maximum building height. Floor area ratios are 3.0 in RM-100 and 2.0 in RM-60 if the site comprises two or more platted lots and 1.52 if the site comprises one platted lot.

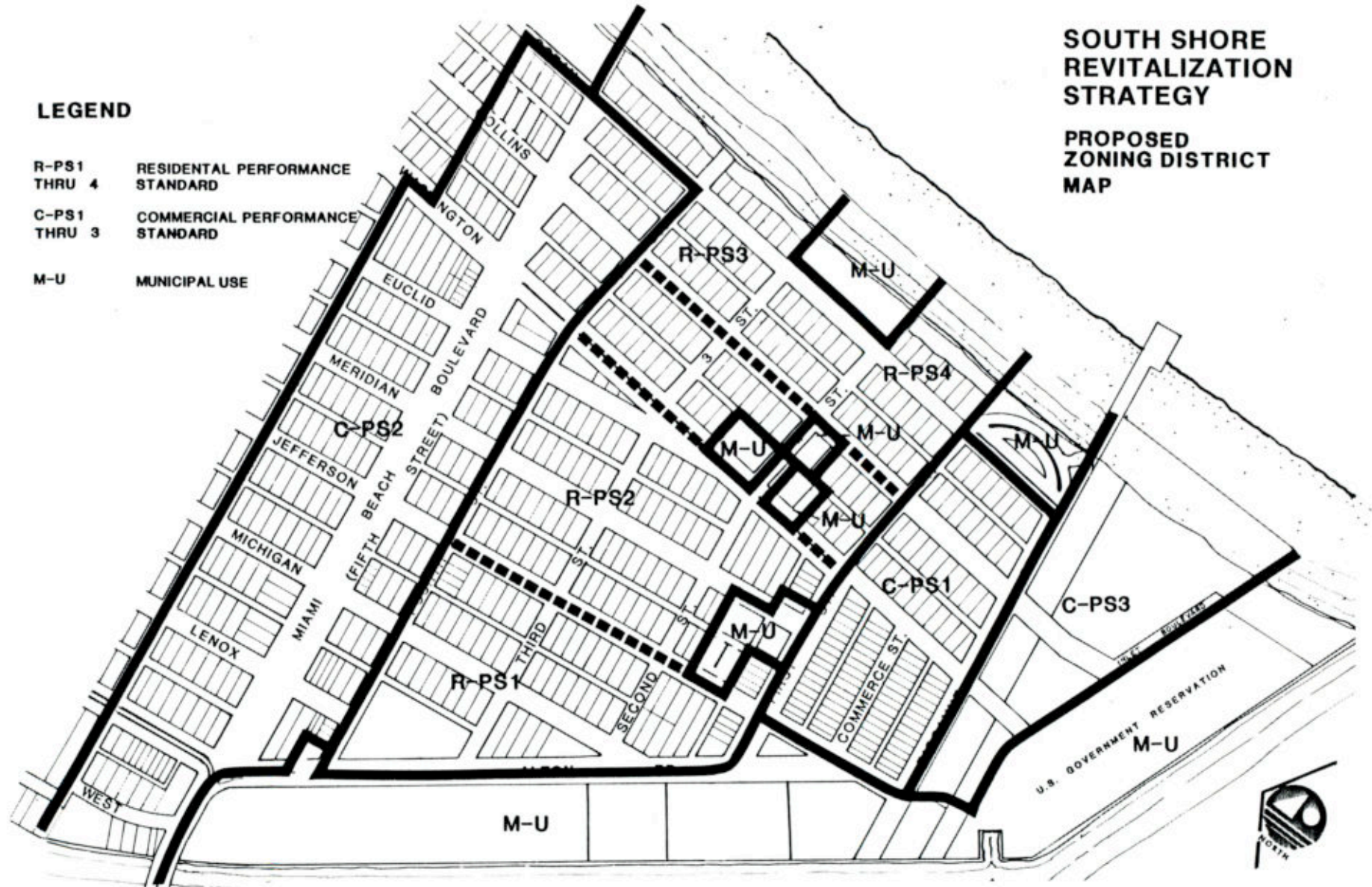
The ID - Interim Development district (effective January 15, 1983) leaves this underlying zoning in place, but supplements and modifies it by requiring a 100-foot minimum lot width and a 10,000-square foot minimum lot area, by imposing a 30 percent open space requirement in RM-60 and a 40 percent requirement in RM-100, and by imposing additional standards and

SOUTH SHORE REVITALIZATION STRATEGY

PROPOSED ZONING DISTRICT MAP

LEGEND

- R-PS1 THRU 4 RESIDENTIAL PERFORMANCE STANDARD
- C-PS1 THRU 3 COMMERCIAL PERFORMANCE STANDARD
- M-U MUNICIPAL USE



requirements for development approval, including a site and development plan.

Based on the Revitalization Plan, it is apparent that additional and more extensive permanent zoning changes are necessary to properly and fully implement plan objectives. The characteristics of the new permanent zoning for this area should emphasize the following:

- o Base-level intensities as of right (but based on compliance with applicable performance standards) and maximum intensities obtainable only by acquisition of bonuses and incentives.
- o Provision of substantial incentives for aggregation of parcels.
- o Incentives for amenities, design, underground parking, environmental sensitivity, scale, height, view preservation, and other features (see Section 8).
- o Requirements for landscaping, open space, and design elements as part of required site and development plan approval processes.

- o A height limitation overlay zone.
- o A minimum square footage for each dwelling unit and a minimum average dwelling unit square footage for the entire development.
- o Required underground and structural parking, as opposed to surface parking.
- o Use of floor area ratio and lot coverage requirements to create a land use intensity scale.
- o Use of an open space ratio.
- o Use of occupant and total parking ratios.
- o Availability of "development agreement" concept.

Within the urban neighborhood, the plan suggests varying residential intensities of development, the lowest near Alton Road and gradually increasing to the highest east of Collins Avenue. These development intensities will also be reflected in the height limitations, floor area ratios, and other intensity

criteria, as shown on the Residential Land Use Intensity Matrix (see page 100). To achieve the desired development intensities, the new permanent zoning system, as shown on the Proposed Zoning District Map for South Shore and referred to as (R-PS) "Residential-Performance Standards," will be divided into four subdistricts:

<u>Subdistrict</u>	<u>Location</u>
R-PS 1	Alton Road to Jefferson Avenue
R-PS 2	Jefferson Avenue to Washington Avenue
R-PS 3	Washington Avenue to Collins Avenue
R-PS 4	Collins Avenue to the Beach

The delineation of the subdistricts is based upon the land use concept described in Section 7, the location of the major transportation loop system, the locations of major parks and amenities, and the existing density of development, by block, in each of the subdistricts. The staggered intensities and heights will allow for a principal orientation towards Biscayne Bay,

RESIDENTIAL LAND USE INTENSITY MATRIX

<u>Intensity Factors</u>	<u>R-PS1</u>	<u>R-PS2</u>	<u>R-PS3</u>	<u>R-PS4</u>
Maximum Height	3 stories over 1 story parking or 35 feet	4 stories over 2 stories parking or 50 feet	6 stories over 3 stories parking or 75 feet	No height limit
Maximum Lot Coverage (w/o bonus)	50%	40%	30%	20%, if over 6 stories
Maximum Lot Coverage (w/ bonus)	60%	50%	40%	30%, if over 6 stories
Maximum FAR (w/o bonus)	.8	1.0	1.25	1.5
Maximum FAR (w/ bonus)	1.3	1.5	1.75	2.0
Required Minimum Dwelling Unit Size (square feet)	750	600	500	400
Required Minimum Average Dwelling Unit Size (square feet)	1000	900	800	750
Minimum Open Space	30%	40%	50%	60%
Occupant Parking Space Ratio (spaces per dwelling unit)	1.5	1.3	1.2	1.0
Total Parking Space Ratio (spaces per dwelling unit)	2.0	1.75	1.5	1.25
Density Range (in units/acre)	26-42	40-60	54-76	70-92

the marina and, the major hotel and commercial developments on the marina upland parcels, without sacrificing views and open space corridors to the ocean. The existing densities and types of development on the ocean side preclude an immediate orientation to the beach.

While the intensity criteria and design standards may vary by subdistrict, the procedures, including site and development plan approval and the use of "development agreements," shall be uniformly applicable and available in all subdistricts. Pro formas, which demonstrate the operation of the Land Use Intensity Matrix as applied to specific development parcels of varying sizes and locations, are presented in Appendix F.

The most important factor for the application of bonuses and incentives will be the ability to aggregate parcels of sufficient size to enable large-scale redevelopment. The zoning system, therefore, will provide base-level development intensities to owners of small parcels and maximum intensities to developers of large parcels. The base-level intensities will allow for a "reasonable" level of

development so that the system does not effect a "taking" of private property. More intensive and more flexible development opportunities will, however, be afforded to those who aggregate parcels, by permitting increases in permissible lot coverage and permissible floor area ratios for corresponding increases in parcel size, up to a maximum that reflects the highest permissible intensity of development consistent with the plan. The bonus system is highlighted in the Residential Land Use Intensity Bonuses Table (see page 102).

Bonuses and incentives may also be utilized to a more limited and restricted degree to accomplish certain urban design objectives. These objectives will be described in the new permanent zoning, i.e., the R-PS Residential-Performance Standard zoning district.

nonresidential districts

There are three distinct nonresidential development districts in South Shore: the Fifth Street area (Parcel A), the retail core (Parcel D), and the resort hotels

(Parcels F and G). The existing underlying zoning in these districts is as follows:

Fifth Street Area C-1 and C-5 north of Fifth Street; RM-60, C-5 and RM-100 south of Fifth Street

Retail Core Area C-6 and C-5

Resort Hotels C-5 (former Kennel Club site)
RM-100 (site between First and Second Streets)

The RM-60 and RM-100 zoning district requirements and characteristics have been discussed previously. C-1 is a Neighborhood Business District which permits RM-60 permitted uses as well as all manner of local retail, commercial, and personal service uses. There is no minimum lot area or lot width for nonresidential uses; there is a maximum building height of 40 feet; there is a maximum floor ratio of 2.0; and the maximum density for residential development is 60 units per acre. The ID ordinance supplements the underlying zoning by requiring a minimum lot area of

RESIDENTIAL LAND USE INTENSITY BONUSES

<u>Parcel Size</u>	<u>Percent Increase in Maximum Lot Coverage</u>	<u>Increase in Floor Area Ratio</u>
Up to 10,000 square feet	none	none
For each additional 10,000 square feet up to 40,000 square feet.	2	.1
For each additional 20,000 square feet up to 80,000 square feet	2	.1
----- LIMIT FOR R-PS1 -----		
For each additional 40,000 square feet up to 200,000 square feet	2 but in no event to exceed a maximum lot coverage of 10% above the base-level maximum lot coverage	.1 but in no event to exceed a maximum FAR of .5 above the base-level FAR

10,000 square feet and a minimum lot width of 100 feet. It also imposes an open space ratio of 30 percent.

C-5 is a General Business District which permits mixed uses including high-density residential, retail, and light and heavy service commercial development. There is no minimum lot width for nonresidential development; no maximum building height; and a maximum floor area ratio of 3.00. The maximum density for residential development is 100 dwelling units per acre. The ID ordinance superimposes the 100-foot minimum lot width and 10,000-square foot minimum lot area requirements as well as a 40 percent open space requirement.

The C-6 zoning district is an intensive commercial district which allows all uses permitted in C-5 as well as various sales, storage, repair, processing, wholesaling and trucking activities. It does not permit residential uses. There are no minimum lot area or minimum lot width requirements. The maximum building height is 40 feet; the maximum floor area ratio is 1.0. The ID district imposes a 50-foot minimum lot width and a 5,000-square foot minimum lot area requirement, but does not alter the floor area ratio or impose an open space requirement.

The underlying zoning, even as modified by the ID district, is incapable of implementing and achieving all of the plan objectives for new development. The characteristics of new permanent zoning for these areas should emphasize the following:

- o Base-level intensities as of right (but subject to compliance with applicable urban design and site development performance standards) and maximum intensities obtainable only by bonuses and incentives.
- o Provision of significant incentives for aggregation of parcels, but also for provision of design amenities, such as ground-level plazas and arcades, view preservation, underground parking, environmental preservation, sensitivity to scale, relationship to street and streetscape features, etc. (see Section 8).
- o Requirements for urban design, landscaping, architectural, site and development, and public utility plans as part of a required development review procedure.

- o Use of an open space ratio.
- o Availability of "development agreements" for additional flexibility.
- o Use of floor area ratios and lot coverage requirements to create a land use intensity scale.
- o Provision for mixed-use developments and for mixed-use structures (i.e., first floor retail with offices or residential above).
- o Nonresidential development intensities geared to adjacent residential uses and intensities, to the transportation system, to the open space network, and to the size and scale of surrounding development.
- o Emphasis on retail commercial development, including restaurants, services and related uses.
- o Residential development as a permitted use in these nonresidential areas, subject to the applicable standards as specified for R-PS 1-4 subdistricts.

- o Office development as a permitted use.

Nonresidential development intensities will vary in accordance with the role and location of each of these areas in the overall Revitalization Plan context and strategy.

Fifth Street area (parcel A)

This corridor includes the property between Fourth and Sixth Streets from Alton Road to Ocean Drive, whose use and development are influenced by Miami Beach Boulevard (Fifth Street), and particularly by the transportation improvements to be provided. The proposed land use and development pattern along the boulevard anticipates first floor retail use, including restaurants, cafes, banking, movie theaters and other similar uses, topped by office or residential development. On the south side of Fifth Street, parking would be provided in the rear of the property with a requirement for a heavily landscaped buffer along Fourth Street to protect the adjacent residential area to the south. A

pedestrian environment will be created along Fifth Street; incentives will be given for outdoor cafes and other pedestrian-oriented use and design. Maximum lot coverages and floor area ratios will be relatively high.

On the north side of Fifth Street, uses will be similar, but, because the depth of property to Sixth Street is much greater, there is an opportunity for a transitional residential use on the Sixth Street side. The intensity of this residential use should be in relative scale with residential development north of Sixth Street. To the extent that residential use is permitted on the Sixth Street side, the intensities should be those of the R-PS2 district which will allow for an adequate transition from the intensities along Fifth Street to those of residential development north of Sixth Street.

The basic zoning proposed for the Fifth Street Corridor is C-PS2, as shown on the Proposed Zoning District Map and the Commercial Land Use Intensity Matrix (see page 105).

retail core (parcel D)

The retail core district is bounded by First Street, Jefferson Avenue, Biscayne Street, and Ocean Drive. Proposed land use is retail commercial, restaurant and service commercial at a pedestrian-scale with low-rise shopping center or mall-type structures, but relatively high lot coverages. Residential/hotel use will be allowed above the ground-level development. Incentives will be provided for aggregation of parcels so that a larger-scale, more uniform design and development will result. Bonuses will also be given for design features and amenities, including plazas, arcades and open space; nonsurface parking; elevated walkways connecting second-level shops; and outdoor cafes. Proposed zoning for this area will be Commercial-Performance Standard 1 (C-PS1), as shown on the Proposed Zoning District Map and the Commercial Land Use Intensity Matrix.

COMMERCIAL LAND USE INTENSITY MATRIX

<u>Intensity Factors</u>	<u>C-PS1¹</u>	<u>C-PS2²</u>	<u>C-PS3³</u>
Maximum Height	4 stories over 2 stories parking or 50 feet	6 stories over 3 stories parking or 75 feet	No height limit
Maximum Lot Coverage (w/o bonus)	60%	40%	20%, if over 6 stories
Maximum Lot Coverage (w/ bonus)	70%	50%	30%, if over 6 stories
Maximum FAR (w/o bonus)	1.0	2.0	2.5
Maximum FAR (w/ bonus)	2.0	2.5	3.0
Minimum Open Space	30%	50%	60%
Required Parking Space Ratio (commercial/office) ⁴	1 space per 400 square feet	1 space per 400 square feet	1 space per 400 square feet
Required Parking Space Ratio (restaurants) ⁴	1 space per 4 seats	1 space per 4 seats	1 space per 4 seats
Density Ranges for Permitted Residential Uses (in units/acre)	26-42 (R-PS1)	40-60 (R-PS2) or 54-76 (R-PS3)	70-92 (R-PS4)

Notes appear on following page

NOTES: COMMERCIAL LAND USE INTENSITY MATRIX

1. C-PS1 is a mixed-use district emphasizing commercial and related uses, but with office and residential use also permitted. Residential use is permitted pursuant to R-PS1 zoning standards.
2. C-PS2 is a mixed-use district permitting commercial and related uses as well as office, residential, and hotel use. Residential use is permitted pursuant to R-PS2 and R-PS3 land use intensity standards, depending on its location.
3. C-PS3 is a mixed-use district permitting commercial and related use as well as office, residential, and hotel use, at higher intensities than those permitted in C-PS2. Residential use is permitted pursuant to R-PS4 land use intensity standards.
4. Required parking may be reduced through use of "development agreements" which may require the public parking to be provided by the City in exchange for developer provision of certain design, amenity, open space or other similar features as described in the urban design portion of the plan.
5. The commercial land use intensity bonus system for aggregation of parcels is presented in the Commercial Land Use Intensity Bonuses Table (see page 107). Bonuses will also be available for design features, provision of certain amenities, etc.

COMMERCIAL LAND USE INTENSITY BONUSES

<u>Parcel Size</u>	<u>Percent Increase in Maximum Lot Coverage</u>	<u>Increase in Floor Area Ratio</u>
Up to 10,000 square feet	None	None
For each additional 10,000 square feet up to 40,000 square feet	2	.1
For each additional 20,000 square feet up to 100,000 square feet	2	.1
For each additional 25,000 square feet up to 200,000 square feet	2	.1
	but in no event to exceed a maximum lot coverage of 10% above the base-level lot coverage requirement	but in no event to exceed a maximum FAR of 1.0 above the base-level FAR for C-PS1 and .5 for C-PS2 and C-PS3

Bonuses and incentives may also be utilized to a more limited degree to accomplish certain urban design objectives. Such additional bonuses will allow for further increases in maximum lot coverages, but not in floor area ratios. These bonuses and incentives will be set forth in the new permanent zoning, i.e., the C-PS Commercial-Performance Standard zoning district.

resort hotel sites (parcels F and G)

The only privately held parcel of vacant land of significant size is the Miami Beach Kennel Club site. This parcel is proposed for a major destination-resort hotel and associated mixed-use (residential, specialty, commercial and restaurant) development. Its development should occur pursuant to a "designation and development agreement" based, however, upon the zoning, land use, and urban design guidelines presented in the plan.

Parcel G is proposed for ultimate resort hotel use, but, due to the existing land use, the susceptibility to immediate change is very low. It is anticipated that the present uses will remain for a significant period of time. Therefore, it is suggested that the proposed zoning be R-PS4, reflecting current use, but that, upon aggregation of parcels, the C-PS3 zoning be available for a major, unified development proposal. C-PS3 zoning is proposed currently for Parcel F.

II. IMPLEMENTATION PROGRAM

ALTERNATIVE FUNDING SOURCES AND METHODS

Financing of the major public improvements proposed in the Revitalization Strategy will rely upon a variety of funding sources and methods available to the City and the Redevelopment Agency. The objectives in developing the financing package will be to:

- o Demonstrate a strong financing commitment to the project's success on the part of the local government. Public commitments will indicate to potential private investors that the local government believes the area's problems can be solved and that development potentials will be enhanced through their solution. The Redevelopment Agency must play a key role, particularly in the first stage, by funding the necessary capital improvements and by leasing City-owned land for development to give momentum to the revitalization effort. City intervention in the redevelopment process, through funding, land use and zoning controls, and development on public land, is essential to a successful redevelopment effort.
- o Establish a reliable funding base for all scheduled improvements.

All improvements scheduled in the Stage I capital improvements program must be irrevocably committed by the City, with specific funding sources identified. If such improvements are speculative, the private sector may suffer a loss of confidence in the Revitalization Strategy.

- o Create incentives for private investments. Redevelopment potentials are limited if development costs and risks are disproportionately high. Funding approaches should be designed to reduce these risks to make redevelopment area projects competitive for private investment. The City must be committed to working with private developers and supporting their development proposals, when appropriate, with financial incentives in the form of supportive public improvements, utilities and services, and, even land cost write-downs, when feasible and necessary.

tax increment financing

The Community Redevelopment Act (Fla. Stats. 163.387(1)) authorized the establishment of a community redevelopment trust fund which may be utilized to finance any development project or improvement undertaken by the community. The annual funding of this trust fund may include, but is not limited to, tax increments from the redevelopment area. Such increments are determined annually and are the amount equal to the difference between (1) the amount of ad valorem taxes levied by all taxing authorities except school districts on taxable real property in the entire redevelopment area; and (2) the amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied by all taxing authorities except school districts upon the total of the assessed value of the taxable real property of the entire redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property prior to the effective date of the ordinance approving the community redevelopment plan.

Thus, as redevelopment activity raises the area's total assessed valuation, the tax revenues that would be generated by the incremental increase are placed in a redevelopment trust fund for use in financing specified redevelopment activities. Local governments continue to receive those revenues constituting the base year level. The Redevelopment Agency may issue tax increment bonds backed by the anticipated tax increment revenues (Fla. Stats. 163.385 and 163.381).

The Miami Beach Redevelopment Agency has established a redevelopment trust fund supported, in part, by tax increments. The base year for calculating tax increments is 1976. Since that time, the City and County shares of tax increments (even without any redevelopment activity) have been as follows:

<u>Year</u>	<u>City Share</u>	<u>County Share</u>
1977	\$ 14,662	\$ 13,074
1978	\$ 29,231	\$ 23,606
1979	\$ 92,250	\$ 72,781
1980	\$190,771	\$130,917
1981	\$188,385	\$143,409

Both the City and the County shares have, to date, gone into the Agency's Redevelopment Trust Fund. On

December 15, 1982, the County portion expired and the County Commission would have to take formal legal action to reinstate it. The City will request such action, with the promise that such funds will be used solely for specific redevelopment project activities. The City share alone is, however, sufficient to support bonding of the necessary capital improvements, given the anticipated new development in the redevelopment area (i.e., non-speculative development).

marina lease

The lease that has been negotiated between the City and Carner-Mason Ltd. for construction and operation of the South Shore Marina provides for a minimum annual guaranteed rental of \$160,000, escalating to \$600,000. If the designated percentages of gross receipts yield greater amounts, the City is entitled to such greater amounts. Monies derived from the marina lease are available in support of proposed capital improvements.

north and south marina upland areas

The City anticipates the leasing of the City-owned north and south marina upland area to private developers for development consistent with the plan. This land has been valued at approximately \$20 million. Long-term leases to be negotiated by the City with private developers, pursuant to competitive bids or competitive negotiations with "designation and development agreements," should yield substantial annual lease revenues for the City, which may be used in support of the proposed capital improvement program. (See case study of "A Mixed-Use Marina-Oriented Attraction" in Appendix A.)

special assessment districts

The City may establish special assessment districts and fund certain local improvements through special assessments where such improvements are of direct benefit to particular properties. Pursuant to Sections 29 and 30 of the City

Charter, the City is empowered to create a special assessment fund for the following local improvements: streets and highways; sidewalks, sanitary sewers, storm sewers, waterfront improvements, boardwalk improvements, and lighting improvements. The use of special assessment district financing, however, imposes improvement costs on the private sector in contravention of City policy to assist private developers. Further, special assessment district bonds have little market appeal at the present time.

community development block grants

The Community Development Block Grant (CDBG) program was established pursuant to the Housing and Community Development Act of 1974 and provides federal funds to cities for a wide variety of eligible local projects in the general areas of housing, economic development, community planning, and public facilities and improvements. Since 1975, the City has had CDBG funds available in the following amounts:

1975	\$ 564,000
1976	1,276,800
1977	2,079,000
1978	2,024,600
1979	1,849,200
1980	2,113,700
1981	2,249,000
1982	<u>3,090,500</u>
TOTAL YEARS 1-8	\$15,246,800

The City's ninth year application, as tentatively approved by the City Commission, is for \$1,947,000 in Year 9 entitlement funds and \$537,000 in emergency job act funds plus the use of \$776,830 in reprogrammed funds and \$98,322 in prior year funds.

The South Beach area is an eligible area for use of CDBG funds.

Projects to be funded in the ninth year include parks, recreation and neighborhood facilities, fire protection facilities and equipment (jobs bill), street improvements, pedestrian malls, public services, relocation payments and assistance, multi-family code enforcement, historic preservation, rehabilitation, planning, and community development activities.

In particular, City code enforcement, residential (multi-family) rehabilitation, and relocation programs should be extended to the South Shore Revitalization Area. The multi-family residential rehabilitation program provides private property owners of multi-unit buildings, primarily renting to low-moderate income persons, with the financial resources necessary to rehabilitate their structures.

The City's ninth year CDBG application specifically refers to the South Shore Revitalization Area and to the consideration of projects designed to achieve one of the national objectives for CDBG funds: prevention or elimination of slums and blight.

urban development action grants

The Urban Development Action Grant (UDAG) program is designed to assist distressed cities in revitalization and redevelopment projects. The program seeks unique opportunities where qualifying communities can use public UDAG funds to stimulate new or increased private investment.

UDAG can serve as a strategic complement to the CDBG program. While the CDBG program provides a basic level of assured on-going support for community redevelopment and economic development activities, the UDAG program can be used to:

- o Provide "front-end" financing (immediately available start-up money) that allows communities to capture and leverage significant private investments.
- o Respond to unique, perhaps one-time, opportunities while they are current.
- o Make substantial resources available, when needed, to complement funds from other federal departments in meeting the reinvestment needs of distressed cities.

UDAG funds are available to carry out projects in support of a wide variety of economic revitalization activities that involve partnerships with the private sector. Possible activities include:

- o Development actions - Land clearance; site improvements;

infrastructure rehabilitation; and public, commercial, industrial, and residential construction.

- o Financing actions - Equity funding, loans, loan guarantees, lease guarantees, or other appropriate mechanisms for joint public-private development.

Priority is given to proposals in which the community will be in a position to recapture or recycle its UDAG funds if the project is successful.

Many of the potential development opportunities referenced in the Revitalization Strategy may be considered for UDAG funding because they are part of an effort to improve the local economic base. Project selection should consider the UDAG eligibility requirements and application process:

- o Private commitment required - Evidence has to be provided of substantial financial participation (rule of thumb is six private dollars to each grant dollar).

- o One-time funding only - No additional funding will be provided in subsequent years for an earlier approved project.
- o Projects should be related - The Revitalization Strategy, as part of an overall, comprehensive redevelopment plan for the entire South Beach area, strongly meets this criterion.

sewer and water grants

Several debt-incurring methods may be used to raise capital for water and sewer projects:

- o Miami Dade Water and Sewer Authority (WASA) may issue revenue bonds or subordinated notes payable from user fees in the area or other revenues of the Redevelopment Agency such as tax increment revenues, ground leases and/or concession income.
- o WASA may pay for the specified water and sewer improvements with its own capital

construction funds and then be repaid over several years by the Agency from the available revenues identified above.

- o If the City owns any portion of the water or sewer system for which it would receive user fees directly, it may utilize the State of Florida Pollution Control Program for funding such water and sewer projects.

parking

The Revitalization Strategy envisions the need for approximately 1,500 parking spaces to service the anticipated development (i.e., marina, north and south upland development areas) at or near the entry to the proposed major arterial loop on Alton Road south of Miami Beach Boulevard. The necessary parking facilities may be integrated with the proposed development or be provided, in part, on a separate site with sufficient proximity to the private development. If the parking is publicly provided and operated, this will be taken into account in lease negotiations. It is likely

that some parking will be provided directly on site by the private sector, with the remainder provided by the public sector.

The Metered Parking Division of the Finance Department may issue revenue bonds to fund the necessary public parking facilities and structures with the debt repaid through parking revenues derived from such facilities. To provide development incentives, the public sector could issue bonds for parking facilities, thus reducing private development costs.

Additionally, public metered parking should be provided in support of the Fifth Street corridor developments and, perhaps, in association with improvements in the area.

special obligation bonds

The City may issue special obligation bonds based upon a pledge of specific non ad valorem revenue sources such as the new incremental sales tax, guaranteed entitlements, franchise fees, and others. It is anticipated that such revenues would

never actually be used to pay back the principal and interest on the bonds; rather, the bonds would be repaid from Redevelopment Agency revenues (tax increments, ground leases, concession income, etc.) The interest rate differential between a City special obligation bond and a tax increment or special assessment bond could be as high as 3 to 4 percent annually, thereby providing an incentive to utilize the special obligation bond mechanism.

pay as-you-go

Should the City choose not to incur debt for the public improvements scheduled in the capital improvements program for the South Shore Revitalization Area, the City may evaluate its annual expenditure for capital improvements with the objective of paying for such improvements as costs are incurred. Several elements of the capital improvements program could be scheduled over multiple years to allow funding on a cash basis without incurring debt. Because the total improvements costs in Stage I are quite limited relative to the

size and scale of the redevelopment program and the City budget, pay as-you-go financing is a distinct possibility. The disadvantage of this type of financing is that it does not establish a continuing, irrevocable funding commitment by the City and is, therefore, subject to changes and modifications from year to year.

PREFERRED FINANCING STRATEGY

Public improvements to be provided by, and public improvement costs to be borne by, the City and the Agency as well as the timing and scheduling of such improvements are shown in the Stage I, Capital Improvement Program (see page 115). The preferred method for financing the specified improvements, given the objectives of public commitment, funding source reliability and continuity, and public-private interaction, is to utilize the techniques shown in the Financing Strategy chart on page 117.

The funding sources identified are more than adequate to finance the limited public improvements scheduled

in Stage I. Because the "funds derived" represent the most conservative estimates possible, it is likely that tax increments, particularly, will be substantially greater than estimated. The preferred financing strategy does not depend on utilization of the County share of tax increments for implementation of the capital improvement program although commitment of the County share to specific projects would be of great benefit.

CAPITAL IMPROVEMENT PROGRAM

The development costs attached to the capital improvement program represent estimates of order of magnitude costs for the specific capital improvements scheduled to be undertaken by the City of Miami Beach in the next five years, based upon the current build-out projections for South Shore revitalization. These projects do not represent a full listing of the costs that may be incurred in the Revitalization Strategy, and do not

reflect various improvements that will be made by the private sector in the development process. The projects listed in the capital improvement program are the basic, public facilities and infrastructure improvements necessary to stimulate and accommodate development anticipated in Stage I. Refinements of these estimates must occur when the City determines the final design of improvements that will be undertaken.

Public improvements have been scheduled for Stage I only. Stage II and Stage III capital improvements are not readily identifiable at this time. The Stage I improvements will provide the necessary framework for and stimulus to redevelopment by the private sector. Stage II and III improvements are, therefore, anticipated to be of a smaller magnitude and related more closely to individual private development proposals, rather than to the Revitalization Strategy as a whole.

STAGE I. CAPITAL IMPROVEMENT PROGRAM

<u>ITEM</u>	<u>1983-84</u>	<u>1985-86</u>	<u>1987-88</u>	<u>1989-90</u>
Major Arterial Loop ¹	\$100,000	\$ 600,000	\$ 300,000	-
Secondary Arterial Loop ²	50,000	450,000		-
Miami Beach Boulevard ³ Improvement	150,000	1,000,000	350,000	-
Third Street and Biscayne Greenways ⁴	100,000	600,000	300,000	-
Water ⁵	200,000	1,200,000	600,000	-
Wastewater ⁵	100,000	600,000	300,000	-
TOTAL ⁶	\$700,000	\$4,450,000	\$1,850,000	-

TOTAL STAGE I COSTS: \$7 Million

Notes appear on next page

NOTES: STAGE I. CAPITAL IMPROVEMENT PROGRAM

1. Major arterial loop improvements include design and development of a boulevard system with distinctive lighting, signage, landscaping, street furniture, and paving materials at key intersections.
lighting, signage, landscaping and paving; design integration with existing City parks; and street redesign where necessary to maintain continuity of systems.
2. Secondary loop improvements are for design and development of similar boulevard improvements that will complement the major arterial loop system.
3. Miami Beach Boulevard improvements are for design and development of a boulevard system comparable with the major arterial loop, as well as for design and development of on-street parking, pedestrian areas and street redesign on the south side of Fifth Street where intersections occur.
4. Third Street and Biscayne Street greenway improvements are for design and development of pedestrian-scale minor street systems, including distinctive
5. Water and wastewater improvements as necessary to support the levels of private development anticipated.
6. A 1,500-car parking facility has been proposed for the marina upland area. The cost range is \$7 to 12 thousand per space, with various implementation possibilities. The City may arrange for the selected developer of the marina upland area to build the parking or may undertake to build the parking using one of the many available financing techniques. Beyond the six-year projection of possible capital improvements, specific parking needs might be identified (e.g., Fifth Street area or at oceanfront parks) and, to continue to stimulate redevelopment, the City may elect to formulate plans for additional parking facilities.

FINANCING STRATEGY

Financing Technique

- o Tax Increment Financing in Support of Tax Increment Bonds
- o Marina Lease
- o Marina Upland Development Parcels
- o Community Development Block Grant Funds
- o Urban Development Action Grant

Funds Derived

City share at present is approximately \$200,000 annually with no new development. Tax increments from the marina development will increase this by \$10 million annually. Additional development will increase the tax increments at the rate of \$9.65 (current millage) for every \$1,000 of new assessed valuation.

Minimum of \$160,000 annually escalating to \$600,000 annually.

Pro formas have been prepared based on anticipated development of the two City-owned marina upland development parcels only (see Appendix F). The pro formas indicate that this development and the lease on the marina development would be adequate to pay the debt service (principal and interest) on bonds in the amount necessary to fund all of the proposed Stage I improvements, absent any other private development, private property improvements or tax increments resulting from inflation. Since the City is in a position to dispose of the marina upland parcels (by sale or long-term lease) in the near term, the use of tax increment financing and bonding is realistic. Given the value of the parcels and the development proposed thereon, lease payments are anticipated to be substantial.

The City has withheld CDBG funds from the Revitalization Area for improvements because the previous plan suggested complete clearance. These funds, however, would be appropriately used in the South Beach area, which is now an eligible area.

UDAG funds may be utilized as part of a joint public-private project in the Revitalization Area.

APPENDIX A

MARKET TRENDS AND FORECASTS/FINANCING STRATEGY

MARKET ANALYSIS AND
DEVELOPMENT POTENTIALS

SOUTH SHORE
REDEVELOPMENT PROJECT
MIAMI BEACH, FLORIDA



APRIL 1983



HALCYON LTD.
Development Consultants

55 High Street
Hartford, Connecticut 06103
(203) 527-1896
Cable: HALCYON

HALCYON LTD.
Development Consultants

MARKET ANALYSIS
AND
DEVELOPMENT POTENTIALS

SOUTH SHORE REDEVELOPMENT PROJECT
MIAMI BEACH, FLORIDA

Prepared by:
Halcyon Ltd.
Hartford, Connecticut

April 1983

SOUTH SHORE REDEVELOPMENT PROJECT

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INTRODUCTION

As input to the planning and zoning process being undertaken by the Mayor's Ad Hoc Committee on Planned Area Development for South Shore, Halcyon Ltd. has been retained to assess overall market potentials and evaluate the financial feasibility of key development projects in the South Shore Redevelopment Area. This report presents Halcyon's findings relating to the marketing potential overview. A subsequent report will assess the financial feasibility of key projects as well as identify public and private funding mechanisms.

As part of the marketing potential overview, Halcyon has been asked to undertake the following tasks:

- o Analyze existing marketing data, trend line information, census data, and other materials as available to determine market potentials for uses appropriate to the project area;
- o Review previous land use concept for their applicability in current and projected competitive market conditions;
- o Define potential development uses as to constraints, density sizes and mix for appropriate market segments.

A-1
In addition to these defined tasks, Halcyon has met with developers, realtors, businessmen, city officials and other appropriate individuals in order to more accurately define market conditions and development opportunities in the South Shore Area. Halcyon believes that this "hands-on input" will result in a more realistic assessment of development potentials, which should result in development projects which are both feasible and fundable.

This report is organized in the following way. After an overview of site considerations, conditions for development, and a summary of development potentials, Halcyon presents the market support for the following land uses: residential, retail, office, and hotel. The first part of the report provides Halcyon's assessment of trends, conditions and projections for Dade County and Miami Beach, as well as development potentials in the South Shore area. Finally, Halcyon has identified development strategy issues, such as public actions and implementation issues which need to be addressed to formulate an achievable development program. This analysis is followed by back-up data and other relevant information included in the appendix to this report.

Site Considerations and Conditions for Development

The South Shore Redevelopment Area is one of the best locations in South Florida. In addition to ocean and bay frontage, the area is only two miles from downtown Miami via the MacArthur Causeway. The Redevelopment area encompasses all of the land area to the south of Sixth Street, which consists of approximately 210 acres and 46 city blocks.

The history of the area's redevelopment plans are well known and do not need to be repeated here. The important point relating to future development is that many of the area's structures have been allowed to deteriorate and a major clean-up effort will be needed to improve the area's visual appearance. In addition, the area is generally perceived as being unsafe, a reality and perception that will have to be changed.

Given the area's existing conditions and negative image, as well as the adopted development policies, Halcyon believes the City will have to take all available actions which will initiate the private redevelopment process. These actions/conditions are as follows:

- o Acquisition of strategically located parcels due to extremely blighted conditions, or difficult land assembly.
- o Enforcement of building codes, in order to spur clean-up and investment in the area.
- o Use of all available city resources to clean-up area, such as sanitation and police service.
- o Infrastructure improvements to utilities, roads, sidewalks, parks, etc.
- o Community Development funds for residential rehabilitation, possibly targeted to designated areas or to rental units.
- o Streamline the Development Process, (e.g. one-stop permitting, ombudsman in charge of South Shore development).
- o Integrate Park design with adjacent development parcels.

In addition, Halcyon believes that the overall development of the area would be greatly enhanced by retaining access to the Bay, and avoiding the wall effect that high-rise condominiums create. Halcyon recognizes that most of these steps require money. However, it should be recognized that funding sources (e.g. Urban Development Action Grants, Tax Increment Financing, Section 108 loans) are potentially available, and will be discussed in Halcyon's Phase II Report - South Shore Financing Alternatives.

Summary - South Shore Development Potentials

Halcyon's assessment of the long-term market potentials for residential, retail, office and hotel development in the South Shore area is as follows:

Residential

- o Luxury condominium market is overbuilt at present but strong long-term potential exists. Increased amenities and interim mixed-use development can set the stage for the timely development of luxury condominiums.
- o Middle Income Condominiums (\$60,000 - \$100,000) can be supported by the market at a density of 60 units per acre (and higher) and with existing land prices. Given current land prices, lower density development (24 units per acre) is not feasible.
- o Moderate Income/Rental Units can only be provided through the rehabilitation of existing buildings.

Retail

- o Excellent potential for a marina-oriented specialty center, with emphasis on restaurants and food service appealing to conventioners, other visitors, and area residents. Specialty center should be part of a mixed-use center with hotel and office uses.
- o As housing develops, market will exist for community-oriented retail in the South Shore area, particularly along 5th Street and Washington Avenue.

Office

- o Market potential for professional offices in the marina-oriented mixed-use development.
- o As area develops and after above initial development is leased up, additional professional office space could be supported along 5th Street.

Hotel

- o There is a strong potential for a new large-scale (600 - 1,000 room) destination/resort hotel at the Kennel Club site.
- o One or two additional smaller new hotels can be built in conjunction with the marina/specialty center.
- o As new hotel facilities are developed, good potential for renovation of existing facilities to capture overflow and lower-priced demand.

Section 1: Population and Demographic Analysis

The Miami Metropolitan Area is a fast-growing dynamic area that should continue to grow over the next ten to twenty years. As a result, there will be a strong demand for additional housing units and retail facilities in Dade County, although recent trends indicate that most of them will be built in the County's unincorporated areas. A summary of recent trends is shown below:

- o Dade County's population increased by 357,989 between 1970 and 1980, an increase of 28.2%. However, some 73% of this growth took place in the County's unincorporated areas, and not the Miami/Miami Beach area.
- o Consistent with national trends, the number of households in Dade County grew faster than the population. Households grew by 181,804, or 42.5% between 1970 and 1980.
- o Miami Beach's population grew by 9,226 persons, or 10.6% between 1970 and 1980. This compared favorably with Miami's 3.6% growth over the same period. The number of households increased by 22.2%, as average household size fell to 1.7 persons per households, compared to 2.63 for Dade County as a whole.
- o Population in Dade County is projected to increase from 1,625,800 in 1980 to 2,039,000 in 1990, an increase of 413,200 persons or 25.4%. Households are projected to increase from 609,800 in 1980 to 724,000 in 1985 and 801,000 in 1990.
- o After accounting for non-resident demand, the average annual number of new housing units required to accommodate this growth is projected to be 25,000 per year between 1980 and 1985 and 16,800 per year between 1985 and 1990.
- o Miami Beach's population is predominantly elderly, with a median age in 1980 of 65.3 years, compared to 34.8 years for Dade County as a whole. There was, however, an influx of some younger residents between 1970 and 1980. The number of persons in the 25-34 age group increased by 3,400 or 89.5% over that period.

Section 2: Economic Analysis

The Miami area is rapidly becoming an international finance and trade center. Both domestic and foreign banks have selected Miami as a place for their Latin American operations. In addition, the Port of Miami has experienced enormous growth in recent years. Although the national and world recession has affected Miami's economic growth in the last two years, Dade County experienced considerable growth between 1975 and 1980 and is expected to show strong growth over the next decade or so. The following summarizes economic trends and projections:

- o Total employment in Dade County increased from 590,400 in 1975 to 737,900 in 1982, an increase of 25.0%. Most of this increase occurred between 1975 and 1980, as the national and world-wide recession has slowed down Miami's growth. Sectors showing the largest increase between 1975 and 1982 were services, which grew by 38,600 employees and retail trade, which grew by 23,300 employees.
- o The employment structure of Miami Beach residents is consistent with the fact that the city is a tourist-based economy. In 1980, over 64% of the residents were employed in two sectors: services and retail trade. Over the 1970-1980 period, Miami Beach residents experienced moderate growth, increasing by 3,482 jobs or 14.2%.
- o Total employment in Dade County is projected to increase from 737,900 employees in 1980 to 909,300 in 1985 and 975,900 in 1990. On an annualized basis, net employment growth is expected to be 57,100 jobs per year between 1982 and 1985 and 13,300 jobs per year between 1985 and 1990.
- o Most of Dade County's employment growth will occur in the services sector, which includes hotels and lodging, as well as business, health and medical services. A total of 95,400 new jobs are expected in this category between 1982 and 1990. Other large growth sectors are expected to be retail trade, government, and the finance insurance and real estate sector.
- o Incomes of Dade County residents should increase substantially over the next decade. Per capita income (expressed in constant 1980 dollars) is projected to increase from \$9,598 in 1980 to \$13,761 in 1985 and to \$15,752 in 1990, representing increases of 7.5% and 2.7% per year between 1980-1985 and 1985-1990, respectively.

Section 3: Housing Market Analysis

Dade County's housing market has been characterized by wide swings in new construction and inventory, particularly in the luxury condominium market. Currently, Dade County has a large supply of unsold luxury condominiums, which should take several years to sell off. However, population and household growth will result in a continued need for new housing - particularly middle-priced units. The following summarize Halcyon's analysis of the Dade County and Miami Beach housing markets.

Dade County Trends

- o Between 1970 and 1980, the total number of year-round housing units in Dade County increased by 212,000, or 47.2%. Multi-family units increased by 119,300 units, or 56.3% of total new units. Total housing units increased faster than households due to vacation homes and vacancies, which increased from 4.8% of total housing stock in 1970 to 7.9% in 1980.
- o In Dade County as a whole, an average of 16,400 housing units per year were completed between 1973 and 1981, including an annual average of 5,900 single family units and 10,500 multi-family units.
- o The peak years for housing construction were 1973 and 1974, when approximately 27,000 units, including many luxury condominiums, were constructed each year. Those years were followed by a collapse in the second home market.
- o As of 1980, Dade County had an inventory of 6,400 unsold condominiums, which was the highest amount since 1976.
- o Prices for condominiums and single family homes have increased rapidly in the last few years. In 1982, the average price paid in Dade County was \$125,373 for a new condominium and \$103,166 for a new single family home.

Miami Beach Trends

- o Miami Beach's housing stock increased by 13,000 units or 25.5% between 1970 and 1980. This represents a net addition of 1,300 units per year.
- o After allowing for vacancies, which increased by 2,900 or 54%, Miami absorbed 1,010 housing units per year between 1970 and 1980.
- o Some 37% of the new additions were single family homes, while the remaining 63% were multi-family units.

- o Although building permits for ten apartment buildings/condominiums were authorized in Miami Beach in 1982, only one building is under construction. By contrast, 29 buildings containing 1,902 residential units were authorized in 1980.

Residential Development Potentials - South Shore

Given historical trends in new housing units constructed in Dade County and Miami Beach (21,220 and 1,300 per year, respectively, between 1970 and 1980) and the County's forecast that 209,000 additional housing units will be required in Dade County between 1980 and 1990, there is clearly a market which the South Shore area can draw upon. The South Shore area will be able to capitalize on its proximity to downtown Miami, ocean beaches, the marina, and shopping and entertainment facilities. The South Shore area's potential to attract this demand will depend on two key factors: the provision of the appropriate amenities to attract particular market segments, and secondly, land prices. The following presents Halcyon's assessment of three key market segments.

Luxury Condominiums/Residential Units. This segment of the market is extremely overbuilt at present, with thousands of unsold units in Dade County and Miami Beach, and nine major projects on hold in Miami Beach. The luxury residential market in Miami Beach undergoes even more pronounced swings in supply and demand than Dade County as a whole, which has resulted in a greater relative oversupply than the rest of the County. Although the current supply could take up to three to five years to be absorbed, the longer-term (six years and beyond) potentials for luxury condominiums on the South Shore area are excellent, assuming that some of the other project components and amenities are provided first.

Market Rate/Middle Income. Of the 209,000 additional housing units required in Dade County between 1980 and 1990, this type of housing will account for the bulk of the demand. In relation to the competition, the South Shore area will eventually be able to provide a range of amenities (ocean beaches, marina, retail/specialty center, restaurants) required to effectively compete with Dade County's growth areas, such as the Kendall area, where smaller (850 square feet) condominiums with pool and tennis courts are selling in the \$40,000 - \$50,000 range.

Although the South Shore area should eventually attract new housing and command higher prices than other parts of Dade County, land prices will to a large extent dictate future housing construction. With land prices in the South Shore area reportedly approaching \$20 per square foot, low density development of 24 units per acre would result in per unit land costs of almost \$36,000, which makes middle income housing infeasible. Even medium density development, or 60 units per acre, would require over \$14,000 per units. As development activity in the area intensifies, land prices are likely to increase, which will make housing development oriented to the middle income market harder to justify.

Moderate Income/Rental. Given the difficulty of building new for-sale residential units for the middle income market, it will be even more difficult to construct new units, either for-sale or rental, for the moderate income market. The exception is government-assisted housing, which is still available to a limited degree for elderly housing.

Aside from government-assisted housing, the most feasible way of providing moderate income rental units is through the rehabilitation of existing units, which can generally be accomplished at significantly lower cost than new construction. The South Shore area contains a large supply of older apartment buildings and hotels. Many of these have apartments and rooms which are too small to appeal to a broader market, although building layouts can be changed. As discussed above, the City should consider providing a low-interest loan pool for moderate income rental properties.

Section 4: Retail Market Analysis

Fueled by population growth and Latin American tourists, the Dade County retail market has been growing considerably in recent years, although the Latin market has declined in the last year or so. Much of the recent growth has occurred in the County's outlying areas, in response to population growth. The following points summarize recent retail trends:

Dade County Trends

- o New construction of retail space in Dade County has been accelerating through 1981. An average of 753,000 square feet was constructed during 1980 and 1981, compared to an average of 537,545 square feet between 1971 and 1981.
- o Most of the existing inventory of retail facilities are located in Southwest Dade and in Miami. For regional shopping centers, some 2.9 million square feet is located in Southwest Dade and 1.6 million is located in the City of Miami.

Miami Beach Trends

- o Only 870,000 square feet of retail space of all kinds is located in Miami Beach and Key Biscayne. In large part, this is because of the low incomes of Miami Beach residents. In addition, the Lincoln Road Mall has been experiencing increasing vacancies.
- o One reason for Miami Beach's retail decline is low incomes of residents. In 1981, the average income in Miami Beach was \$12,028 compared to \$19,779 in the County as a whole. Average retail sales per household in 1981 were \$6,274 in Miami Beach and \$14,407 for the county as a whole.

Retail Development Potentials - South Shore

Future new retail development in the South Shore area will serve two market segments: new residents of the area; and visitors to Miami Beach, including those staying in existing and newly developed area hotels as well as existing hotels elsewhere in the city.

New residents of the area who are likely to have higher incomes will require additional convenience retail facilities, such as grocery and drug stores. The most strategic areas to locate convenience retail would be along 5th Street and on Washington Avenue, so that the stores can draw from the market to the north and the project area.

In addition, Halcyon has identified the market potential for a specialty retail complex with an emphasis on restaurants and cafes. A facility of this type would appeal to visitors and conventioners on Miami Beach, as well as future residents of the South Shore area, and residents from throughout Miami Beach and Dade County. However, a specialty center in the South Shore area should not try to compete directly with the proposed Bayside Center in downtown Miami. Halcyon believes that a specialty center in the South Shore should be strongly oriented towards the Marina and waterfront, with the possibility of nautical-oriented stores, as well as other specialty stores. The specialty center could be part of a major mixed-use project along the waterfront, with hotel, office, and residential uses on the upper floors.

Finally, retail development potential exists in the area around Joe's Stone Crab Restaurant, which already draws a considerable number of people to the area.

Section 5: Office Market Analysis

Downtown Miami is undergoing an unprecedented office construction boom, with millions of square feet of space either recently completed or under construction. Much of this recent construction is due to the employment growth discussed above, especially in finance and services. However, as major projects come on line in 1983 and 1984, is likely a temporary oversupply of office space in downtown Miami. Recent office market trends are summarized below:

Dade County Trends

- o An average of 1,350,000 square feet of office space was absorbed in Dade County during 1980 and 1981, compared to an annual average of 787,000 between 1970 and 1981 and 668,000 between 1970 and 1979.
- o By far, the largest concentration of office space is in the Downtown/Brickell Avenue area. As of 1982, some 2.1 million square feet of space was under construction in that area, with an additional 3.4 million square feet proposed.
- o Other important concentrations of office space include the Airport area and downtown Coral Gables.

Miami Beach Trends

- o Miami Beach does not contain any significant amount of Class A office space.
- o Recent construction of office space has been along Arthur Godfrey Road (41st Street) although lease-up problems have been reported.
- o Lincoln Road, which has historically served as Miami Beach's main office area, is experiencing high vacancies.

Office Development Potentials - South Shore

Halcyon believes that the office development potentials in the South Shore are limited mainly to professional and resident-related office space. Additional demand for office space would be contingent upon securing tenant commitments, which will be difficult because:

- o Downtown Miami/Brickell Avenue is the premier office location in Dade County. Although office rents in downtown Miami are high, the area has become a major international finance center and will soon be served by Metrorail.
- o Tenants move to suburban office locations for several reasons: cheaper land and rents; free parking; and, access to employees.

- o The South Shore area will have a difficult time competing with suburban locations because free parking will probably not be available and because most of Dade County's population growth is occurring in southwest Dade.

Although the South Shore area is not likely to develop as a major corporate office center, there is a strong potential for professional offices catering to attorneys, accountants and other smaller office users which need good access to downtown Miami but do not need to locate there. A water-oriented mixed use center should appeal greatly to these tenants. After that development is leased up and the rest of the area improves, additional professional office space could be supported along 5th Street in low-rise buildings.

Dade County Visitor Trends

- o Total visitors to Miami from the U.S. and Canada have shown little growth over the last four years. However, the number of foreign visitors increased by 58.3% between 1979 and 1982.
- o Miami has become one of the world's busiest ports for cruise ships. Some 1.9 million people used the Port of Miami in 1982, an increase of 40.4% over 1979.

Miami Beach Trends

- o Attendance at the Miami Beach Convention Center has been declining recently. For example, the number of people attending entertainment events declined from 215,242 in 1974/77 to 145,735 in 1980/81. Recently, there has been a large number of cancelled conventions.
- o Miami Beach still has the largest concentration of hotels in Dade County. In 1981, there were 314 hotels with 28,366 rooms in Miami Beach, compared to 436 hotels and 41,891 rooms in all of Dade County. However, many of these facilities have not been adequately maintained and are not suitable for convention/tourist business.
- o There are a significant number of quality hotels in Miami Beach and downtown Miami. The four main hotels in Miami Beach (Fountainbleau Hilton, Roneyer, Doral Beach, and Eden Roc) contain 2,420 rooms and are reported to be doing a good business. In addition, there are 1,104 recently built Class A hotels in downtown Miami with another 400 rooms under construction.
- o No new hotels have been constructed in Miami in over 10 years, although the Fountainbleau Hilton was recently renovated.

Section 7: Development Strategy Issues

A successful development program in South Shore can capitalize on the underlying strength of the Miami Beach, Dade County and South Florida market. Given the underlying market strength and the emerging presence of particular market segments, but recognizing the sensitive history of the area, the recommended development program should address the following issues:

- o The project should recognize Miami Beach's presence and image in the national market place and respond to national demographics and market trends.
- o The project should capitalize on the major development surge in downtown Miami by offering attractive, affordable and accessible housing opportunities while offering a lower cost/higher amenity office opportunity.
- o The project can market Miami Beach's expanded beach front, new marina, new park area and accessibility to Miami, the airport and the Convention Center to attract hotel, office retail and residential development.
- o The project can incorporate moderate income rental housing within the interior of the project area through rehabilitation of existing structures and in-fill development.
- o The entire redevelopment of the South Shore Redevelopment area will benefit greatly from:
 - a concerted public improvements effort,
 - a major entryway statement,
 - landscaped boulevards and rethought traffic flow,
 - landscaped corners, entryways and interior parks, and
 - creative solutions to parking needs.

- o However, two new hotels have been proposed for Miami Beach, both catering to the luxury market. The Two Worlds project will feature a 300 room Hotel Meridien in the first phase. In addition, the Alexander will involve the conversion of an apartment building into a 285 room luxury hotel.

Hotel Development Potentials - South Shore

Although the hotel business in Miami Beach is currently on a downward trend, the potential exists for a large-scale destination resort hotel in the South Shore area because the area contains one of the best hotel sites in all of Dade County. The Kennel Club site contains approximately 14 acres fronting on both the Ocean and the Bay and bordered by an existing and a future park. The hotel should provide a full package of amenities and would benefit with a national-chain affiliation. There is a strong need for a new modern hotel facility in Miami Beach and the Kennel Club site is unquestionably suited for this use.

In addition to a major destination hotel, there is the potential for one or two smaller (250-400 room) hotels oriented to the new marina. While the marina will generate some demand and an attractive facility will capture some of the large commercial market in downtown Miami, new hotel facilities in the South Shore area would benefit greatly from expanded convention facilities in Miami Beach.

In addition to the market potential for new hotels, the potential exists for the rehabilitation of some of the smaller older hotels in the area, conditioned upon new facilities being built and a general improvement of the area. New facilities would have to charge top-of-the-market room rates, while renovated facilities could compete by charging considerably less and by capturing overflow.

Theme Park Potentials

Halcyon has also reviewed the potential for a theme/park visitor attraction. Without a large-scale clearance and relocation effort, there are no sites in the South Beach area which are large enough for a theme park. However, a specialty center with a well conceived food component (discussed above) would serve as a major visitor attraction, drawing conventioners and other visitors, as well as residents of Miami Beach and Dade County.

Section 6: Hotel Market Analysis

Downtown Miami and Dade County are experiencing a boom in hotel construction, while at the same time Miami Beach resort hotels are facing declining occupancies. Factors contributing to this include Miami's emergence as an international finance and trade center, while at the same time Miami Beach has become less popular as a convention and vacation center. In spite of this, two luxury hotels have been proposed for Miami Beach, and a 1,600 room convention hotel is being discussed as part of an enlarged and improved convention center. Should these latter two projects materialize, it could lead to a major increase in Miami Beach's convention and vacation business.

Dade County Visitor Trends

- o Total visitors to Miami from the U.S. and Canada have shown little growth over the last four years. However, the number of foreign visitors increased by 58.3% between 1979 and 1982.
- o Miami has become one of the world's busiest ports for cruise ships. Some 1.9 million people used the Port of Miami in 1982, an increase of 40.4% over 1979.

Miami Beach Trends

- o Attendance at the Miami Beach Convention Center has been declining recently. For example, the number of people attending entertainment events declined from 915,242 in 1976/77 to 645,735 in 1980/81. Recently, there has been a large number of cancelled conventions.
- o Miami Beach still has the largest concentration of hotels in Dade County. In 1981, there were 314 hotels with 28,566 rooms in Miami Beach, compared to 436 hotels and 41,893 rooms in all of Dade County. However, many of these facilities have not been adequately maintained and are not suitable for convention/tourist business.
- o There are a significant number of quality hotels in Miami Beach and downtown Miami. The four main hotels in Miami Beach (Fountainbleau Hilton, Konrover, Doral Beach, and Eden Roc) contain 2,420 rooms and are reported to be doing a good business. In addition, there are 2,394 recently built Class A hotels in downtown Miami with another 605 rooms under construction.
- o No new hotels have been constructed in Miami in over 15 years, although the Fountainbleau Hilton was recently renovated.

City Participation

The City of Miami Beach needs to be actively involved in the development process, including land acquisition and assembly, for several reasons:

- o Control over design and scale, of new development projects.
- o Existing ownership patterns will make it difficult to assemble strategic development sites.
- o For moderate income housing, land write-downs and other public participation will be required to make projects feasible.

Fortunately, the city controls a key development parcel adjacent to the marina, where an opportunity exists to create an exciting mixed-use environment. However, other parcels in the South Shore Redevelopment Project Area will need similar public control to ensure that high-quality development occurs. Other benefits from public participation will include greater overall tax revenues due to higher values, and the ability to ensure that moderate income housing is developed.

Other Development Issues

- o A bus/transit connection should be provided between area hotels and convention center and between existing Miami Beach hotels and the new specialty center.
- o The city needs to decide between receiving the highest price/lease rate from city-owned property through high-density zoning, or allowing low-rise lower density, particularly along the Marina.
- o As the area is developed, and as a younger wealthier population moves into the South Shore area, parking will become a major problem/issue.
- o High land prices and/or the willingness of existing property owners to hold out for the highest price could stall development in the area. Reportedly, sales activity have already started to increase and land prices are escalating.

APPENDIX

DEMOGRAPHIC AND MARKET
TRENDS AND FORECASTS

SECTION 1 - POPULATION AND HOUSEHOLD TRENDS AND PROJECTIONS

TABLE 1.1

POPULATION AND HOUSEHOLD TRENDS, MIAMI BEACH, MIAMI AND DADE COUNTY
1970-1980

	<u>1970</u>	<u>1980</u>	<u>Change 1970-1980</u>	
			<u>Number</u>	<u>Percent</u>
<u>Population</u>				
Miami Beach	87,072	96,298	9,226	10.6%
Miami	334,859	346,865	12,006	3.6%
Dade County	1,267,792	1,625,781	357,989	28.2%
<u>Population in Households</u>				
Miami Beach	85,817	95,031	9,214	10.7%
Miami	328,418	341,072	12,654	3.9%
Dade County	1,244,337	1,602,690	358,353	28.8%
<u>Households</u>				
Miami Beach	45,577	55,685	10,108	22.2%
Miami	120,393	134,046	13,653	11.3%
Dade County	428,026	609,830	181,804	42.5%
<u>Average Household Size</u>				
Miami Beach	1.88	1.71		
Miami	2.73	2.59		
Dade County	2.91	2.63		

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Source: U.S. Bureau of the Census, Census of Population 1970 and 1980.

TABLE 1.2

PROJECTED POPULATION AND HOUSEHOLDS,
DADE COUNTY 1980-1995
(In Thousands)

	Actual	Projected		
	1980	1985	1990	1995
Population	1,625.8	1,874.0	2,039.0	2,181.0
Population in Households	1,603.8	1,854.0	2,019.0	2,161.0
Households	609.8	724.0	801.0	864.0
Average Household Size	2.63	2.56	2.52	2.50
Resident Occupancy (%)	91.7	91.7	91.7	91.7
Required Housing Units	665.0	790.0	874.0	942.0

Source: Metro-Dade Planning Department

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TABLE 1.3

PROJECTED INCREASE IN POPULATION AND HOUSEHOLDS
DADE COUNTY 1980-1995
(In Thousands)

	Total Change			Annual Change		
	1980-85	1985-90	1990-2000	1980-85	1985-90	1990-2000
Population	248.2	165	142	49.6	33.0	28.4
Households	114.2	77	63	22.8	15.4	12.6
Required Units	125.0	84	68	25.0	16.8	13.6

Source: Metro-Dade County Planning Department

TABLE 1.4

AGE DISTRIBUTION OF MIAMI BEACH AND DADE COUNTY RESIDENTS
1970 AND 1980
(In Thousands)

<u>Age Group</u>	<u>Miami Beach</u>			<u>Dade County</u>		
	<u>1970</u>	<u>1980</u>	<u>% Change</u>	<u>1970</u>	<u>1980</u>	<u>% Change</u>
0- 5	1.8	2.3	27.8%	107.2	113.6	5.9%
6-17	6.3	6.0	- 4.8	264.4	276.5	4.6
18-24	4.0	5.0	25.0	128.2	187.8	46.4
25-34	3.8	7.2	89.5	146.8	240.8	64.0
35-44	5.5	6.2	12.7	156.6	192.8	23.2
45-64	23.3	19.8	-15.0	292.8	359.1	22.6
65+	42.4	49.8	17.5	172.7	255.3	47.8
Total	87.1	96.3	10.6%	1,267.8	1,625.8	28.2%
Median Age	63.9	65.3		34.2	34.8	

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Source: U.S. Bureau of the Census, Census of Population, 1970 and 1980.

SECTION 2 EMPLOYMENT AND EARNINGS - TRENDS AND PROJECTIONS

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TABLE 2.1

NON-FARM EMPLOYMENT TRENDS,
DADE COUNTY, FLORIDA
1975-1982
(In Thousands)

	<u>1975</u>	<u>1980</u>	<u>1982</u>	<u>Annual Average Change</u>	
				<u>1975-80</u>	<u>1980-82</u>
Manufacturing	79.4	102.9	98.8	5.3%	-2.0%
Construction	27.9	41.8	36.0	8.4	-7.2
TCU (1)	59.7	71.6	71.5	3.7	-0.1
Wholesale Trade	44.9	56.9	62.9	4.9	5.1
Retail Trade	109.5	126.9	132.8	3.0	2.3
FIRE (2)	43.9	51.1	57.8	3.1	6.4
Services	142.8	175.6	181.4	4.2	1.6
Government	<u>82.3</u>	<u>94.5</u>	<u>96.7</u>	2.8	1.2
Total Non-Farm	590.4	720.7	737.7	4.1%	1.2%

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- (1) Transportation, Communications, and Public Utilities
(2) Finance Insurance and Real Estate

Source: State of Florida, Department of Commerce

TABLE 2.2

NON-FARM EMPLOYMENT TRENDS BY PLACE OF RESIDENCE
 MIAMI BEACH
 1970-1980

	<u>1970</u>	<u>1980</u>	<u>Change 1970-80</u>		<u>% Distribution</u>	
			<u>Number</u>	<u>Percent</u>	<u>1970</u>	<u>1980</u>
Manufacturing	2,164	2,139	- 25	-1.2%	8.8%	7.6%
Construction	644	979	335	5.0	2.6	3.5
TCU (1)	1,149	1,524	375	32.6	4.7	5.4
Wholesale Trends	1,088	1,562	474	43.6	4.4	5.6
Retail Trade	6,119	6,577	458	7.5	25.0	23.5
FIRE (2)	2,985	2,877	- 108	-3.6	12.2	10.3
Services & Other	9,708	11,471	1,763	18.2	39.6	41.0
Government	<u>638</u>	<u>848</u>	<u>210</u>	<u>32.9</u>	<u>2.6</u>	<u>3.0</u>
Total	24,495	27,977	3,482	14.2%	100.0%	100.0%

- (1) Transportation, Communications, and Public Utilities
 (2) Finance, Insurance, and Real Estate

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Source: U.S. Bureau of the Census, 1970 and 1980

TABLE 2.3

NON-FARM EMPLOYMENT PROJECTIONS,
DADE COUNTY, FLORIDA
1982-2000
(In Thousands)

	Actual	Projected		
	1982	1985	1990	2000
Manufacturing	98.8	111.2	125.6	147.8
Construction	36.0	44.6	45.1	45.9
TCU (1)	71.5	81.0	83.0	85.2
Wholesale Trade	62.9	71.0	75.4	83.2
Retail Trade	132.8	154.5	167.2	192.3
FIRE (2)	57.8	71.6	78.7	93.1
Services and Other	181.4	260.9	276.8	316.0
Government	<u>96.7</u>	<u>114.5</u>	<u>123.0</u>	<u>133.5</u>
Total	737.9	909.3	975.9	1,097.0

(1) Transportation, Communications, and Public Utilities

(2) Finance, Insurance and Real Estate

Source: Metro-Dade County Planning Department

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TABLE 2.4

PROJECTED CHANGE IN NON-FARM EMPLOYMENT
DADE COUNTY
1982-2000
(In Thousands)

	Total Change			Average Annual Change		
	1982-85	1985-90	1990-2000	1982-85	1985-90	1990-2000
Manufacturing	12.4	14.4	22.0	4.1	2.9	2.2
Construction	8.6	0.5	0.8	2.9	0.1	0.1
TCU (1)	9.5	2.0	2.2	3.2	0.4	0.2
Wholesale Trends	8.1	4.4	7.8	2.7	0.9	0.8
Retail Trade	21.7	12.7	25.1	7.2	2.5	2.5
FIRE (2)	13.8	7.1	12.4	4.6	1.4	1.4
Services & Other	79.5	15.9	39.2	26.5	3.2	3.9
Government	<u>17.8</u>	<u>8.5</u>	<u>10.5</u>	<u>5.9</u>	<u>1.7</u>	<u>1.1</u>
Total	171.4	66.6	121.1	57.1	13.3	12.1

(1) Transportation, Communications, and Public Utilities

(2) Finance Insurance and Real Estate

Source: Metro-Dade County Planning Department

TABLE 2.5

PROJECTED PER CAPITA AND TOTAL PERSONAL INCOME
 DADE COUNTY
 1980-1995
 (In Constant 1980 Dollars)

<u>Amount</u>	<u>1980</u>	<u>1985</u>	<u>1990</u>	<u>2000</u>
Per Capita Income (\$)	9,598	13,761	15,752	17,790
Total Personal Income (\$ million)	16,529	23,780	29,167	35,204
<u>Average Annual Change</u>		<u>1980-85</u>	<u>1985-90</u>	<u>1990-95</u>
Per Capita Income (\$)		832.6	398.2	407.6
Total Personal Income (\$ million)		1,450.2	1,077.4	1,207.4
<u>% Change</u>				
Per Capita Income		7.5%	2.7%	2.5%
Total Personal Income		7.5%	4.2%	3.8%

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Source: Metro-Dade County Planning Department

SECTION 3 HOUSING MARKET TRENDS

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TABLE 3.1

HOUSING OCCUPANCY AND TENURE TRENDS
 MIAMI BEACH AND DADE COUNTY
 1970-1980
 (Thousands of Units)

	<u>Dade County</u>			<u>Miami Beach</u>		
	<u>1970</u>	<u>1980</u>	<u>Change</u>	<u>1970</u>	<u>1980</u>	<u>Change</u>
Year Round Housing	449.8	662.0	47.2%	51.0	64.0	25.5%
Single Family	253.8	373.1	47.0	6.3	11.1	76.2
Multi-Family	186.5	273.9	47.4	44.5	52.8	18.7
Mobile Homes	9.5	14.0	47.4	0.1	0.2	100.0
Total Occupied	428.0	609.8	42.5%	45.6	55.7	22.1%
Owner Occupied	231.5	332.5	43.6	9.4	14.4	53.2
Renter Occupied	196.5	277.3	41.4	36.2	41.3	14.1
% Owner	54.1%	54.5%		20.6%	25.9%	
Total Vacant	21.8	52.2	139.4%	5.4	8.3	53.7%
% Vacant	4.8%	7.9%		10.6%	13.0%	

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Source: U.S. Bureau of the Census, 1970 and 1980.

TABLE 3.2

COMPLETION OF RESIDENTIAL UNITS
DADE COUNTY
1973-1981

	<u>Single Family</u>	<u>Multi-Family</u>	<u>Total</u>	<u>Unsold Condominiums</u>
1973	6,600	20,200	26,800	2,373
1974	6,400	20,800	27,200	5,647
1975	3,400	13,200	16,600	9,845
1976	4,400	6,100	10,500	8,557
1977	5,200	5,700	10,900	5,585
1978	6,600	3,500	10,100	3,540
1979	7,500	6,100	13,600	4,686
1980	7,400	8,400	15,800	6,405
1981	6,000	10,400	16,400	NA
Average 1973-1978	5,400	11,600	17,000	
Average 1979-1981	7,000	8,300	15,300	
Average 1973-1981	5,900	10,500	16,400	

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Source: U.S. Bureau of the Census; "Construction Reports; New Residential Construction".

TABLE 3.3

AVERAGE PRICE PAID
FOR HOUSING UNITS IN THE MIAMI SMSA
1973-1982
(Current Dollars)

	Condominium		Fee Simple Homes	
	New	Used	New	Used
1973		\$35,344	\$ 38,870	\$37,227
1974		37,530	45,399	41,369
1975		38,773	49,721	43,356
1976		39,601	50,182	45,283
1977		41,486	53,967	46,320
1978	\$ 51,685	45,633	56,948	50,993
1979	64,032	55,098	67,395	59,030
1980	72,622	77,502	81,144	74,418
1981	89,180	86,392	100,531	78,666
1982*	125,373	85,871	103,166	85,840

*Through April

Source: The Area Report for South Florida, Appraisal and Real Estate Economics Associates, Inc.

TABLE 3.4

MULTI-FAMILY BUILDING PERMITS ISSUED
MIAMI BEACH, FLORIDA
1980-1982

	<u>1980</u>	<u>1981</u>	<u>1982</u>
Apartment Buildings	29	7	10*
Units	1,902	480	N/A
Value (\$000)	125,430	34,400	121,085

*Only one building under construction - \$2,000,000.

Source: City of Miami Beach

SECTION 4 RETAIL MARKET TRENDS

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TABLE 4.1

ANNUAL CONSTRUCTION TRENDS
DADE COUNTY SHOPPING CENTER MARKET
1971-1981

	<u>New Construction (Square Feet)</u>	<u>Average Annual Construction (Square Feet)</u>
1971-1973	2,108,000	702,670
1974-1976	373,000	124,330
1977-1979	1,926,000	642,000
1980-1981	1,506,000	753,000
TOTAL (1971-1981)	5,913,000	537,545

Source: The REIS Reports: Miami, Florida, First Half 1982.

TABLE 4.2

DISTRIBUTION OF SHOPPING CENTERS BY SIZE
DADE COUNTY

<u>Sub-market</u>	<u>Neighborhood</u>		<u>Community</u>		<u>Regional</u>	
	<u>Sq.Ft.</u>	<u>Distrib.</u>	<u>Sq.Ft.</u>	<u>Distrib.</u>	<u>Sq.Ft.</u>	<u>Distrib.</u>
Southwest Dade	927,000	24.1%	2,083,000	39.7%	2,993,000	28.0%
City of Miami	995,000	25.8	625,000	11.9	1,554,000	14.6
Hialeah/ Opa Locka	371,000	9.6	210,000	4.0	1,788,000	16.7
West of Miami	179,000	4.7	896,000	17.1	1,265,000	11.9
N. Miami Beach	309,000	8.0	430,000	8.2	1,460,000	13.7
S. Miami/ Coral Gables	265,000	6.9	113,000	2.2	1,000,000	9.4
Key Biscayne/ Miami Beach	282,000	7.3	288,000	5.5	300,000	2.8
North Dade	131,000	3.4	383,000	7.3	308,000	2.9
North Miami	394,000	10.2	213,000	4.1	—	0.0
TOTAL						
Dade County	3,853,000	100.0%	5,241,000	100.0%	10,668,000	100.0%

Source: The REIS Reports: Miami, Florida, First Half, 1982.

TABLE 4.3

EFFECTIVE BUYING INCOME
MIAMI BEACH AND DADE COUNTY, 1981

<u>Effective Buying Income</u>	<u>Miami Beach</u>	<u>Dade County</u>
Under \$10,000	42.7%	24.3%
\$10,000 - 14,999	15.1	13.2
\$15,000 - 24,999	17.0	24.9
\$25,000 - 49,999	15.4	29.9
\$50,000 and over	9.3	7.7
<u>Median Household EBI</u>	\$12,028	\$19,779
<u>Retail Sales Per Household</u>	\$6,274	\$14,407

Source: Sales and Marketing Management.

SECTION 5 - OFFICE MARKET TRENDS

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TABLE 5.1

OFFICE ABSORPTION TRENDS
DADE COUNTY, FLORIDA, 1970-1981

<u>Years</u>	<u>Total Absorption (Sq.Ft.)</u>	<u>Average Annual (Sq.Ft.)</u>
1970-1973	3,360,000	840,000
1974-1975	840,000	420,000
1976-1977	1,320,000	660,000
1978-1979	1,160,000	580,000
1980-1981	2,700,000	1,350,000

Source: The REIS Reports: Miami, Florida, First Half, 1982.

TABLE 5.2

DISTRIBUTION OF NEW OFFICE CONSTRUCTION
DADE COUNTY, FLORIDA, 1982

<u>Location</u>	<u>Under Construction (Sq.Ft.)</u>	<u>Proposed (Sq.Ft.)</u>	<u>Total (Sq.Ft.)</u>
Downtown/Brickell	2,100,000	3,400,000	5,500,000
Coral Gables	290,000	450,000	740,000
Coral Way	112,000	100,000	212,000
Coconut Grove	108,000	100,000	208,000
Kendall/S. Miami	500,000	540,000	1,040,000
West Dade	619,000	900,000	1,519,000
Northeast Dade	338,000	292,000	830,000
TOTAL	4,067,000	5,782,000	9,849,000

Source: The REIS Reports: Miami, Florida, First Half, 1982.

SECTION 6 - TOURISM, CONVENTION AND HOTEL TRENDS

TABLE 6.1

TOURIST AND VISITOR TRENDS
DADE COUNTY, 1979-1982
(In Thousands)

<u>Total Visitors</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>% Change 1979-1982</u>
U.S. and Canada	10,000	10,322	10,013	10,363	3.6%
<u>Other Countries</u>					
European	247	489	500	575	132.8
Caribbean	550	642	753	828	50.5
Latin American	830	1,007	1,100	1,177	41.8
Other	<u>175</u>	<u>202</u>	<u>250</u>	<u>273</u>	<u>6.0</u>
(Sub Total)	(1,802)	(2,340)	(2,603)	(2,853)	58.3%
Total	11,802	12,662	12,616	13,216	12.0%
<u>Port of Miami</u>					
<u>Passengers</u>	1,350	1,546	1,547	1,896	40.4%
<u>Passengers-Miami Airport</u>					
Domestic	12,144	12,067	10,605	11,778	-3.0%
International	<u>7,484</u>	<u>8,438</u>	<u>7,488</u>	<u>7,578</u>	<u>1.3</u>
Total	19,628	20,505	18,093	19,356	-1.4%

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Source: Metro-Dade Department of Tourism, Research Division.

TABLE 6.2

ENTERTAINMENT, SPORTING EVENTS, COMMUNITY FUNCTIONS
MIAMI BEACH CONVENTION CENTER

<u>Entertainment</u>	<u>Typical Year</u>		
	<u>1974*</u>	<u>1976-1977</u>	<u>1980-1981</u>
Number of events	96	113	99
Total attendance	550,500	915,242	645,735
Average attendance	5,734	8,099	6,523
 <u>Sporting Events</u>			
Number of events	95	41	42
Total attendance	262,550	103,986	150,376
Average attendance	2,764	2,536	3,580
 <u>Community Functions</u>			
Number of events	31	30	22
Total attendance	101,760	115,504	79,510
Average attendance	3,283	3,850	3,614

*1973 data partially estimated.

Source: Laventhol & Horwath.

TABLE 6.3

HOTEL ANALYSIS
 DADE COUNTY TOURIST ACCOMMODATION FACILITIES
 BY AREA AND TYPE OF FACILITY, 1981

	<u>Hotels</u>		<u>Motels</u>		<u>Total</u>	
	<u>Number</u>	<u>Units</u>	<u>Number</u>	<u>Units</u>	<u>Number</u>	<u>Units</u>
Miami Beach	314	28,566	23	1,497	337	30,063
Surfside/Bal Harbour	14	2,008	23	1,091	37	3,099
Sunny Isles	6	1,036	53	6,224	59	7,260
North Dade	18	1,377	107	4,514	125	5,891
Airport	10	2,150	11	1,523	21	3,673
Downtown	51	4,996	7	542	58	5,538
Key Biscayne	3	604	5	256	8	860
South Dade	20	1,156	95	2,681	115	3,837
TOTAL	436	41,893	324	18,328	760	60,221

Source: Metro Dade Department of Tourism, Research Division

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INTRODUCTION

FINANCING STRATEGY

**SOUTH SHORE
REDEVELOPMENT PROJECT
MIAMI BEACH, FLORIDA**



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OVERVIEW

The project's success requires more than location in Dade County's South Shore project area surrounding controlled land availability strengthen the development potential of the site. Water exposure and accessibility to downtown Miami and the hotels of Miami Beach make the South Shore area ripe for development.

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Development Issues

JUNE 1983



HALCYON LTD.
Development Consultants
55 High Street
Hartford, Connecticut 06103
(203) 527-1896
Cable: HALCYON

The project must interact with the marina and preclude the possibility that the marina operator will stall development to preserve the cheaper surface parking.

- o The entranceway from Miami should be an architectural statement, aided by quality development on either side of Fifth Street. In addition, the project should be linked to the convention center, major hotels, Lincoln Street Mall and the art deco district to establish a network of destinational locations to attract and entertain the visiting residential and employee populations.
- o Redevelopment in the interior will/should occur gradually with cash flow redirected from the recommended projects to accommodate existing residents and assist in the rehabilitation of the deteriorated housing stock.

SUMMARY SHEET

A Mixed-Use Marina-Oriented Attraction

Project Components:

- o 250 room hotel with 250 car garage
- o 120,000 s.f. marina-oriented retail specialty center
- o 80,000 s.f. of ocean view, decked office space
- o 250 units of housing (plus air rights potential)
- o 1,625 parking spaces in varied structures (includes 400 spaces for marina)
- o \$2.1 million contribution for \$7 million in public improvements, an additional \$1.2 million in public improvements, with projected \$2.4 million in land acquisition costs.

Project Costs

250 Room Hotel	\$25,000,000	(\$100,000/room)
80,000 s.f. Office	8,000,000	(\$100/s.f.)
120,000 s.f. Retail	14,400,000	(\$120/s.f.)
200 Condominiums	18,000,000	(\$90,000/unit)
50 Condominiums	4,250,000	(\$85,000/unit)
Parking (1,625 spaces)	14,150,000	(\$7,000-\$12,000/space)
Land Acquisition	2,370,000	(\$20/s.f.)
Public Improvements (A)	<u>3,300,000</u>	(project area's share)
TOTAL COSTS	\$89,470,000	

Sources of Funds

Bond Debt	\$31,000,000
Market Rate Debt	30,250,000
Equity	7,050,000
UDAG (B)	15,870,000
Parking Bonds	<u>5,300,000</u>
TOTAL FUNDS	\$89,470,000

(A) Public improvement costs are 30% of schedule of South Shore public improvements plus an additional \$1.2 million project-specific public improvements.

(B) CDBG, TIF or recycled land payments must be relied on instead of UDAG if upfront public improvements are needed or the total project cannot be coordinated to leverage the federal funding.

PROJECT COMPONENTS: COSTS AND FUNDING SOURCES

Presented on the following pages are estimated development costs and potential sources of financing for each of the South Shore marina project components. Alternative levels of debt, equity, and second-mortgage Urban Development Action Grant (UDAG) loans are calculated for each component, showing how financing terms and the levels of equity investment affects project feasibility and the potential for funding public improvements.

METHODOLOGY

Halcyon projected development budgets for several project components. Different project components can support certain levels of private financing based on project economics and private financing techniques.

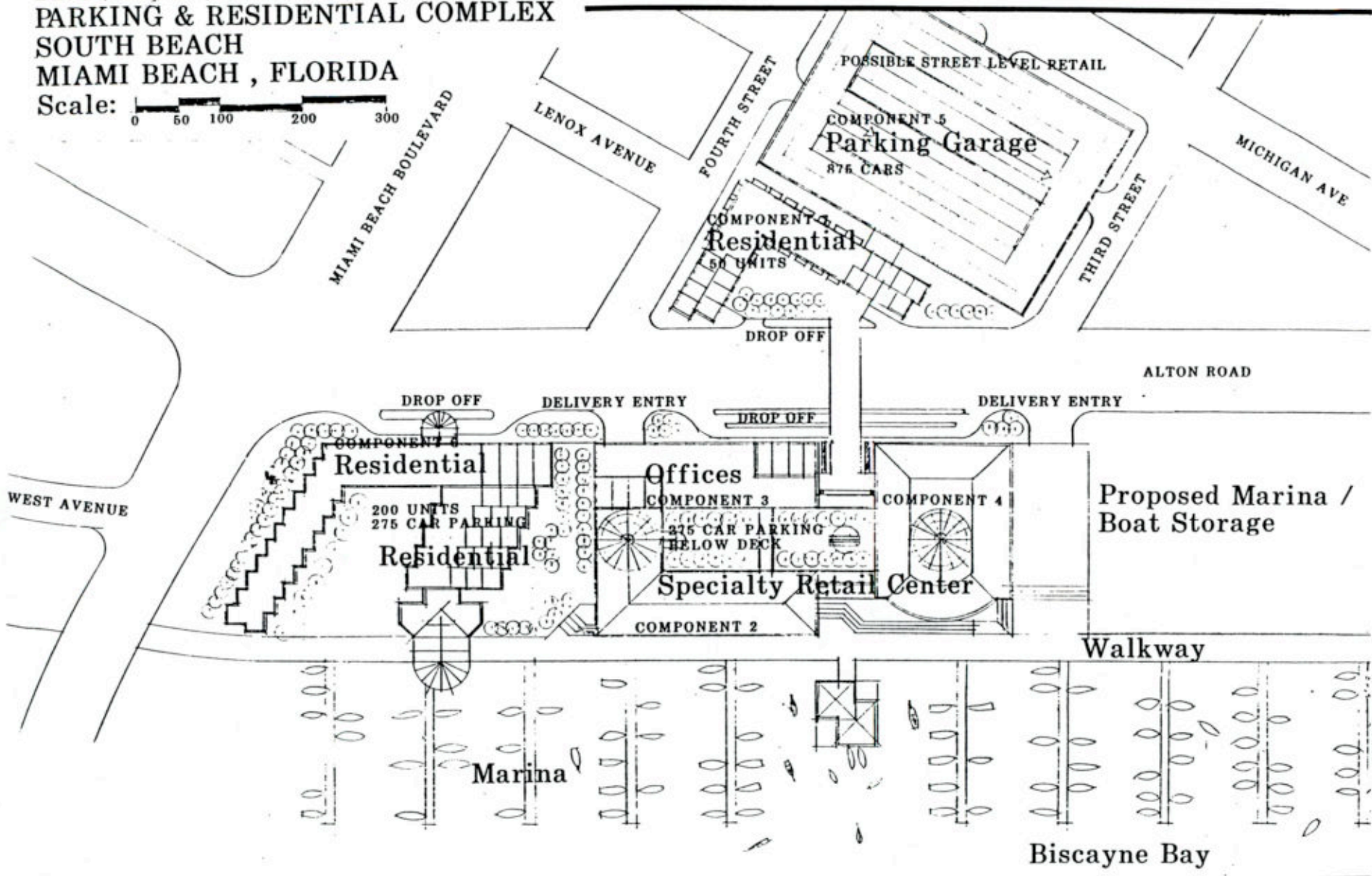
Combining supportable private financing with potential UDAG financing allows Halcyon to evaluate the financial feasibility of each project component and to project the ability of the project component to cover public improvements, acquisition and parking development costs. Any shortfall in funding must be secured through CDBG grants/loans, tax increment financing or state and federal financing.

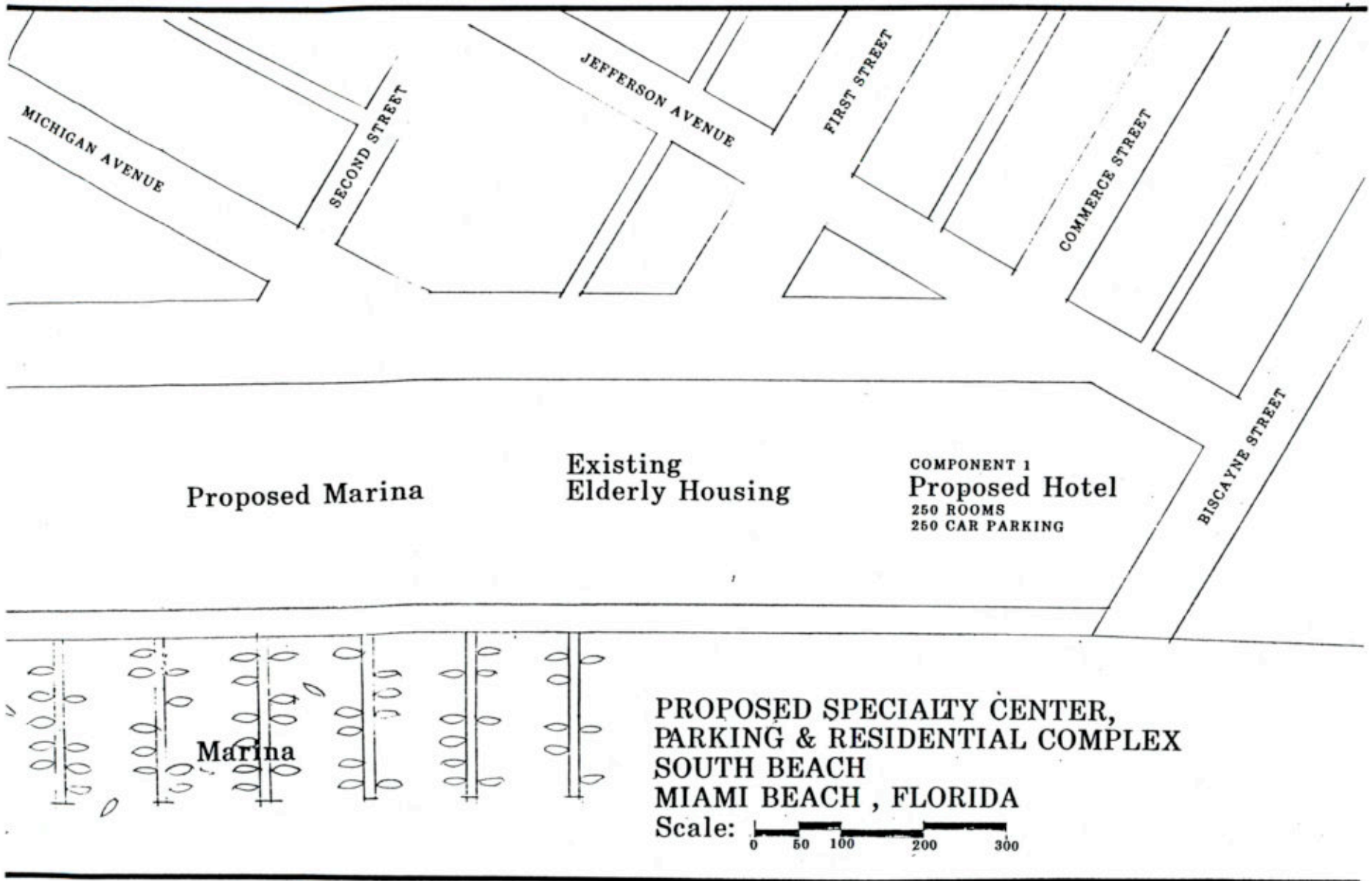
The project costs must be covered through raising debt and equity to leverage significant UDAG financing support. We present alternative financing strategies based on our belief that using lower interest financing/bond financing and pre-pooling prospective equity investment will significantly fill any projected funding shortfalls. Comparing the development costs with the funding potential indicates the amount of "excess funding" that can be used to meet funding shortfalls of other components.

Securing maximum private investment leverages more UDAG financing, resulting in funds available to pay for land assembly and public improvements. It is assumed the city will retain land ownership and lease land to the private developers, thereby creating a source of funds for ongoing programs and operations. Land lease payments in conjunction with UDAG paybacks could/should be 10-25% of net cash flow.

**PROPOSED SPECIALTY CENTER,
PARKING & RESIDENTIAL COMPLEX
SOUTH BEACH
MIAMI BEACH, FLORIDA**

Scale: 0 50 100 200 300





A-47-B

COMPONENT 1#: 250 room hotel

Development Costs: \$25,000,000 hotel (\$100,000/room)

<u>Room Rates</u>	\$80 in 1986	
Occupancy Schedule	58%, 64%, 68%, 72%	
Inflation Assumptions	7% per year	
Cash Flow in 1st Stabilized Year	\$2,466,338	
Coverage Ratio	125%	
<u>Available for Debt Service</u>	\$1,973,070	
	<u>Conventional</u>	<u>Tax-Exempt</u>
Supportable Debt (terms) (A)	\$13,000,000 (14%, 20 years)	\$18,000,000 (10%, 30 years)
Supportable Equity	\$ 2,500,000(10%)	\$ 3,750,000(15%)
GAP (hotel only) (B)	(\$9,500,000)	(\$3,250,000)
UDAG appropriate (C)	\$ 4,500,000	\$ 6,500,000
Excess Funds to apply to parking and public improvements	(\$4,000,000)	\$ 3,250,000

- (A) Supportable debt is function of cash flow available for debt service and interest rate. The lower the interest rate, the more debt can be secured.
- (B) The GAP is the difference between direct project costs and the amount of private debt and equity that can be reasonably raised.
- (C) The UDAG money can be used to pay for the associated parking, public improvements or land acquisition costs from the city. UDAG financing can range from 10% - 40% of privately financed 15 year capital investment, if the project development and scheduled public improvements and parking construction are coordinated.

INTRODUCTION

Halcyon is confident there are feasible development opportunities for the western parcels of the South Shore project area surrounding the marina. The marina development, quality location and controlled land availability strengthen the development potential of the site. Water exposure and accessibility to downtown Miami and the hotels of Miami Beach make the South Shore area ripe for development.

The project's success requires more than location in Dade County's thriving marketplace. With an integrated mixed-use concept, the project area can support the development of hotel, recreational, office, retail and residential facilities with quality amenities, public space and public improvements. The South Shore development can become a destination which can attract people by offering quality and a unique setting.

However, the project must be coordinated and built together to create sufficient critical mass to change perceptions about the area and to support the significant public improvement and parking costs required. The larger and more integrated the project, the better chance of success. Mixed-use and good design attracts customers, tenants and households, with each of the project components supporting each other.

PROJECT ANALYSIS OVERVIEW

On the three marina-related sites (see attached site plan), Halcyon's recommended development program includes a 250 room hotel with 250 parking spaces, a 120,000 square foot specialty retail center feeding off the marina image, 80,000 square feet of waterview office space above the retail, 200 housing units along the shoreline and fifty units on Parcel E-1, and parking to support the specialty retail, office, housing and marina development. Total project costs are estimated at \$86.2 million. In addition, there are \$3.3 million in public improvements (streets, water and sewer lines) that need to be financed through these developments. The remaining scheduled public improvements should be financed through land lease payments and other development in the South Shore project area.

Development Issues

- o Development should be coordinated to increase aesthetics, and market feasibility and to change people's perception of the area.
- o Development must serve to leverage funding for public improvements and required parking.
- o The project must interact with the marina and preclude the possibility that the marina operator will stall development to preserve the cheaper surface parking.

COMPONENT #2: 120,000 square foot marina-related specialty retail complex

Development Costs: \$14,400,000 (\$120/s.f.)

Rental Rates:	<u>Tenant Type</u>	<u>Base Rent</u>
	Fast Food	\$40
	Restaurants and Cafes	\$20
	Gifts	\$25
	Fashion	\$18
	Jr. Department Store	\$16
	Food Retail	\$20
Occupancy Schedule		50%, 70%, 90%...
Annual Occupancy Costs		\$4.50 (passed through)
Inflation Assumptions		7% per year with pass through of expenses
Cash Flow in 1st Stabilized Year		\$1,933,500
Coverage Ratio		125%
Available for Debt Service		\$1,545,000
		<u>Conventional</u> <u>Tax-Exempt</u>
Supportable Debt	\$10,000,000 (12%, 20 yrs.)	\$13,000,000 (10%, 30 yrs.)
Projected Equity	\$ 1,500,000(10%)	\$ 2,000,000(14%)
Total Funds	\$11,500,000	\$15,000,000
GAP	(\$2,900,000)	+\$600,000
Appropriate UDAG	\$ 2,900,000	\$ 3,750,000
Excess Fund to Reallocate	-0-	\$ 4,350,000

COMPONENT #3: 80,000 square feet of decked, waterview office space above specialty retail center

Development Costs:	\$8,000,000 (\$100/s.f.)	
Rental Rate	\$22/s.f. (gross) in 1986	
Occupancy Schedule	60%, 80%, 90%, 95%...	
Annual Occupancy Cost	\$4.50/s.f. (passed through)	
Inflation Assumption	Costs increase at 7%/year passed through to office tenants. Rents for lease-up increase 7%/year. Base rents remain stable for five years and then roll over with a 40% rent increase (7% annual increase compounded).	
Cash Flow in 1st Stabilized Year	\$1,250,000	
Coverage Ratio	125%	
Available for Debt Service	\$1,006,000	
	<u>Conventional</u>	<u>Participation Financing</u>
Supportable Debt	\$6,600,000 (14%, 20 year)	\$8,000,000 (12%, 25% of CF) (30 yr. term)
Projected Equity	\$1,200,000	\$1,300,000
GAP	\$ (200,000)	\$1,300,000
Appropriate UDAG	\$2,000,000	\$2,300,000
Excess Funds to Reallocate	\$1,800,000	\$3,600,000

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COMPONENT #4: 275 car parking garage under office and specialty retail

Development Costs: \$3,300,000 (\$12,000/space)

Rental Rates	o 125 spaces for office @ \$60/space/month o 150 spaces for transient (retail) @ \$3.50/space/day @ 85% occupancy
Operating Costs	\$.50/s.f.
Cash Flow in 1st Stabilized Year	\$234,425
Coverage Ratio	133%
Available for Debt Service	\$175,818
Supportable Debt	\$1,500,000 (10%, 20 years)
GAP	(\$1,800,000)

COMPONENT #5: 875 car parking garage (includes 400 spaces for marina)

Development Costs: \$5,800,000 (\$7,000/space)

Rental Rates	o 400 spaces for marina @ \$50/space/month o 75 spaces for residential @ \$60/space/month o 400 spaces for transient @ \$3.50/space/day @ 50% occupancy transient (400 spaces)
Occupancy Costs	\$.50/s.f.
Cash Flow in 1st Stabilized Year	\$ 428,625
Coverage Ratio	133%
Supportable Debt	\$2,900,000 (10%, 20 years)
GAP	(\$2,900,000)

COMPONENT #6: 200 Residential Condominiums (Average Size-1,200 s.f.)

Development Costs: \$18,000,000 (\$90,000/unit)
 Carrying Costs: \$ 1,350,000 (Year 1; 15% interest rate)
 \$ 450,000 (Year 2)
 Selling Costs: \$ 1,700,000 (10%)
 Sale Prices: \$ 125,000/unit (13-15% permanent mortgages)
 Absorption: 33% during construction, 33% in the first year and 33% in second year.
 Profit Potential: \$3,250,000 (developer)

	<u>Construction Period</u>	<u>Occupancy/ Year 1</u>	<u>Year 2</u>
Revenues: Deposits	750,000		
Sale Proceeds		8,250,000	8,250,000
Outstanding Balance		7,500,000	
Costs: Selling Costs	750,000	750,000	200,000
Construction Loan Repayment	-0-	12,000,000	6,000,000
Net Revenue	-0-	3,000,000	2,050,000
Carrying Cost Interest		1,350,000	450,000
Return to Developer/Equity		1,650,000	1,600,000
GAP	-0-	-0-	-0-

3,300,000 for parking garage

Note: Development cost could increase to \$100,000 with sales prices increasing to \$135,000. Associated parking garage will cost \$3,300,000 (275 spaces @ \$12,000/space).

COMPONENT #7: 50 Residential Condominiums (Average Size-1,000 s.f.)

Development Costs: \$4,250,000 (\$85,000/unit)
 Carrying Costs: \$ 200,000
 Selling Costs: \$ 300,000
 Sale Prices: \$ 110,000/unit
 Absorption: 50% during construction, 33% in the first year.
 Profit Potential: \$ 750,000 (developer) (without land and parking)

	<u>Construction Period</u>	<u>Occupancy/ Year 1</u>
Revenues: Deposits	250,000	
Sale Proceeds		2,750,000
Outstanding Balance		2,475,000
Costs: Selling Costs	200,000	100,000
Construction Loan Repayment		4,250,000
Net Revenue	75,000	875,000
Carrying Cost Interest	-0-	200,000
Return to Developer/Equity	75,000	675,000
GAP	-0-	.

COMPONENT #8: 275 Car Parking Garage (residential)

Development Costs: \$3,300,000 (\$12,000/space)
Carrying Costs: \$60/space for residential
90% occupancy
Operating Costs: \$.50/space (350 s.f./space)
Coverage Ratio: 133%
Available for Debt Service: \$ 106,911
Supportable Debt: \$ 900,000 (10%, 20 years)
GAP: \$2,390,000
Appropriate UDAG: \$3,320,000 (leveraging residential
investment)
Excess Funding: \$ 930,000

COMPONENT #9: 250 Car Parking Garage (with hotel)

Development Costs: \$1,750,000 (\$7,000/space)
Supportable Debt: Garage generates limited revenue and
costs are included in hotel
operations.

COMPONENT #10: Land Acquisition of School Property

Costs: 118,500 s.f. x \$20/s.f. = \$2,370,000

This will vary according to School Board demands and costs of
relocation.

COMPONENT #11: Public Improvements

South Shore Costs: \$3,000,000 Sewer and Water
4,000,000 Roads
\$7,000,000 TOTAL

Project Burden: \$ 900,000 Sewer and Water
1,200,000 Roads
\$2,100,000 Project's share of South Shore
public improvements
1,200,000 Project-related public improvements
\$3,300,000 TOTAL

FINANCING STRATEGY

The development components presented above must cover the individual component's development costs and the associated land acquisition, public improvement and parking garage costs. Halcyon projects that through private sector financing, creative private sector financing, UDAG and either CDBG or tax-increment financing, the project must cover:

Building Costs	\$69,650,000
Parking Garages (1,625 spaces)	14,150,000
Public Improvements	3,300,000
Land Acquisition Costs	2,370,000

The review of the financing capacity of each component is presented below:

COMPONENT	COST	DEBT*	EQUITY	UDAG**	EXCESS FUNDS (shortfall)
250 Room Hotel	\$25,000,000	\$18,000,000	\$3,750,000	\$ 6,500,000	\$3,250,000
120,000 s.f. Retail	14,400,000	13,000,000	2,000,000	3,750,000	4,350,000
80,000 s.f. Office	8,000,000	8,000,000*	1,300,000	2,300,000	3,600,000
275 Car Garage	3,300,000	1,500,000	—	—	(1,800,000)*
875 Car Garage	5,800,000	2,900,000	—	—	(2,900,000)*
200 Condominiums	18,000,000	18,000,000*	—	2,700,000	2,700,000
50 Condominiums	4,250,000	4,250,000*	—	620,000	620,000
250 Car Garage	1,750,000	—	—	—	(1,750,000)*
275 Car Garage	3,300,000	900,000	—	—	(2,400,000)*
Land	2,370,000	—	—	—	(2,370,000)*
Public Improvements	3,300,000	—	—	—	(3,300,000)
TOTAL	\$89,470,000	\$66,550,000	\$7,050,000	\$15,870,000	-0-

*Debt based on 10%, 30-year term bonds except for office building which is financed 100% with a 12%, 25% of cash flow participation loan.

**Appropriate UDAG leveraged by private investment. Ratio base on a 3:1 private investment/UDAG ratio.

By using the UDAG program to its full potential, and by generating maximum private investment as discussed above, the various project components can fund the parking shortfalls, land acquisition, and part of the public improvement costs. The table below shows how excess funds can be channelled to parking and land acquisition. These excess funds become a source of financing for public improvements because they will be created by the use of the UDAG program, which requires city involvement in the development process.

SOURCES OF FUNDS FOR PARKING, PUBLIC IMPROVEMENTS
AND LAND ACQUISITION

	<u>Office</u>	<u>Retail</u>	<u>Housing</u>	<u>Hotel</u>	<u>Total</u>
Excess Funds	3,600	4,350	3,320	3,250	14,520
Parking Shortfall	1,800	2,900*	2,400	1,750	8,850
Available for Public Cost	1,800	1,450	920	1,500	5,670
Public Costs:					
Land Acquisition					2,370
Public Improvements					3,300
Shortfall					-0-

*Part of this shortfall may be covered by the marina operator.

The proposed financing strategy demonstrates project feasibility and stresses the need for coordination between the development components to increase market feasibility and to leverage the significant public financing. Coordination of and pre-packaging of the private financing source will also significantly increase project feasibility and generate scarce funding to cover project costs.

Halcyon's analysis is based on the assumption that the City of Miami Beach is extending long-term leases to the private developers, which, when combined with the UDAG payback, could equal 25% of net cash flow. If the project requires immediate capital for public improvements, land acquisition and development planning before private developer interest is secured, these costs could/should be covered through Section 108 financing, tax increment financing and Community Development Block Grant funds. To increase the funds the project can generate to cover additional public improvement and acquisition costs, the City can utilize "CDBG" floats, sale/leaseback of the public improvements, tax increment financing and purchase money mortgages for city controlled sites.

Upfront funding, such as Section 108, CDBG and tax-increment financing allows the City to undertake initial acquisition, public improvements and parking construction to help attract developers or reduce the upfront carrying costs and risk of the project.

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SUMMARY

The project financials are conservative, but reflect a realistic projection of what it will take to make a project work in South Shore given the development economics and current image of South Shore. The project requires a concerted financial commitment from Miami Beach's political and private financial communities and a coordinated, well conceived development program. A high quality project complementing the marina development will improve the image of South Shore, generate gradual redevelopment of the interior housing, interact favorably with the proposed expansion of the convention center and construction of a major hotel and help capitalize on a unique development opportunity in a prime location in Dade County's thriving real estate market.

As project development approaches more definitive land costs and development costs should be projected. A transportation linkage should be made with the Lincoln Street Mall, the convention center and the major hotels. A more ambitious public improvement program could be considered with particular emphasis on the entranceway at Fifth Street. Finally, housing development on the air rights of the 875 car parking garage could be considered to help cover land acquisition and relocation costs. The payback from any land lease or UDAG loan could be used to establish a revolving loan pool to help rehabilitating the abutting housing neighborhood.

The project's financing strategy must coordinate maximum UDAG financing; Section 108 interim financing for land acquisition; lower interest, longer term debt financing, maximum equity financing and additional for the remainder of South Shore financing to help cover the public improvements. By combining these funding mechanisms with other potential sources mentioned above, and by using Community Development Block Grant funds to cover any remaining shortfalls, this unique marina-related development can become a reality, and will serve as a catalyst for further development in the South Shore area.

APPENDIX B

1980 CENSUS PROFILES

SOUTH SHORE
NEIGHBORHOOD STRATEGY AREA

1980 CENSUS NEIGHBORHOOD PROFILE

POPULATION
HOUSEHOLDS
HOUSING

This mini-profile presents 1980 census data on population, households, and housing in the Area. These data are from complete count items reported in Summary Tape File 1-B, a Census computer file released in the Spring of 1982. More detailed complete count data will be released in Summary Tape File 2 in the Summer of 1982, with social and economic data to follow in the Fall of 1982. This profile will be expanded to incorporate these data when they are released by the Census.

B-2

RESEARCH DIVISION
METRO-DADE COUNTY PLANNING DEPARTMENT

June 1982

SUMMARY FINDINGS

SOUTH SHORE NSA

The population is

- * growing;
- * primarily Hispanic and White;
- * much older than average.

The households are

- * much smaller than the County average;
- * one-person households in six of ten cases;
- * primarily nonfamily households with no children.

The housing units are

- * primarily small and renter-occupied;
- * rented on average for a little less than the County average;
- * valued less than the County average;
- * characterized by a level of overcrowding above the County average.

LOCATION

The South Shore NSA includes that part of the City of Miami Beach south of 5 Street. The area is a densely developed residential and commercial area where a large number of retired elderly persons reside. In recent times a significant number of Cuban refugees have chosen to live in South Beach.

POPULATION

The 1980 population of the South Shore NSA is 6,139, an 11 percent increase over the 5,534 reported in 1970.

4-4

Table 1
POPULATION BY AGE, RACE, AND HISPANIC ORIGIN, 1980
SOUTH SHORE NSA

Age	Total	Black	Hispanic Origin
<u>Total</u>	<u>6,139</u>	<u>241</u>	<u>2,577</u>
Under 5	238	7	148
5 to 17	511	7	365
18 to 64	2,792	69	1,494
65 and Over	2,597	8	518

Source: Metro-Dade County Planning Department, Research Division tabulations from 1980 Census of Population and Housing, Summary Tape File 1-B.

Note: Individual cells may not add to total because of suppression of age-specific data.

The 1980 population of the South Shore NSA is 4 percent Black and 42 percent Hispanic origin. The comparable percentages for the entire County are 17 percent Black and 36 percent Hispanic origin.

A low 12 percent of the population is under 18 years of age; a high 42 percent is 65 years and older. Again, the comparable percentages for the County are 24 percent and 16 percent respectively.

In summary, the population of South ^{Shore}~~Beach~~ is

- * growing;
- * primarily Hispanic and White;
- * much older than average.

HOUSEHOLD AND FAMILY STATUS

Most Dade County residents live in households, i.e. they occupy separate housing units. Only about 20,000 persons live in group quarters.

Households are of two types: family households, where the householder lives with one or more persons related to him or her by birth or marriage; and nonfamily households, where the householder lives alone or only with unrelated persons.

Table 2

HOUSEHOLD STATUS OF RESIDENTS, 1980
SOUTH SHORE NSA

Total Population	Persons in Family Households	Persons In Nonfamily Households	Persons in Group Quarters
6,139	3,473	2,247	418

B-8

Source: Metro-Dade County Planning Department, Research Division, tabulations from 1980 Census of Population and Housing, Summary Tape File 1-B.

Approximately 57 percent of the South Shore residents live in family households which is much lower than the countywide average (85 percent). A high 37 percent of South Shore residents live in nonfamily households, compared with the County average of 14 percent. This reflects the high proportion of elderly persons living alone or with nonrelatives.

Table 3

HOUSEHOLDS BY TYPE, 1980
SOUTH SHORE NSA

	All Households	Families with Own Children Under 18 Years
1 Person Household	1,946	—
2+ Person Household	1,442	418
Married Couple	935	234
Other Family		
Male Householder	170	35
Female Householder	337	149

Source: Metro-Dade County Planning Department, Research Division, tabulations from 1980 Census of Population and Housing, Summary Tape File 1-B.

Note: Individual cells may not add to total because of suppression.

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Relatively few South Shore households (about 7 percent) are married couple families with children. Countywide, 25 percent of all households are married-couple families with children. A higher than average percentage of South Shore families with children (about 36 percent) are single-parent families with a female householder. The corresponding County figure is 22 percent. There are also some 35 single-parent families with a male householder.

However, the dominant feature of family status in the South Shore NSA is the large proportion of households without children -- about 88 percent of all households, or 71 percent of all households with two or

more persons. The corresponding countywide figures are 66 percent and 46 percent respectively. The majority of South Shore households (57 percent) are one-person households. Countywide, one-person households account for only 26 percent of all households. Thus, it is not surprising that the average household size (1.7 persons) is significantly lower than the County average (2.6 persons).

In summary, South Shore households

- * are much smaller than the County average;
- * almost 60 percent are one-person households
- * are primarily non-family households with no children;
- * exhibit a higher than average proportion of the families with children which are single-parent, primarily female, families.

HOUSING

Approximately 30 percent of the occupied housing units in South Shore are owner-occupied. This is much lower than the County average of 55 percent and reflects the higher density multifamily character of the area. There are many condominium units -- 25 percent of the occupied units compared with a County average of 14 percent.

Table 4

HOUSING UNITS BY TENURE, 1980
SOUTH SHORE NSA

Total Year Round	Owner- Occupied	Renter- Occupied	Vacant
3,893	1,159	2,734	504

Source: Metro-Dade County Planning Department, Research Division tabulations from 1980 Census of Population and Housing Summary Tape File 1-B.

Table 5

VALUE OF SPECIFIED OWNER-OCCUPIED
NONCONDOMINIUM HOUSING UNITS, 1980
SOUTH SHORE NSA

Housing Value	Units
Total	19
Less than \$25,000	6
\$25,000 to \$39,999	5
\$40,000 to \$49,999	0
\$50,000 to \$79,999	4
\$80,000 to \$99,999	1
\$100,000 and Over	3
Mean Value	\$57,434

Source: Metro-Dade County Planning Department, Research Division
tabulations from 1980 Census of Population and Housing
Summary Tape File 1-B.

B-10

The average value of an owner-occupied noncondominium unit in South Shore is \$57,434, lower than the countywide average value of a corresponding unit (\$68,108). The average contract rent for rental units is \$145, or about 60 percent of the countywide average rent (\$241).

Table 6

CONTRACT RENT OF SPECIFIED RENTER OCCUPIED UNITS, 1980
SOUTH SHORE NSA

Rent	Units	Percent
Total with		
Contract Rent	2,705	100%
Less than \$150	1,452	54
\$150 to \$199	833	31
\$200 to \$249	272	10
\$250 to \$299	110	4
\$300 to \$399	31	1
\$400 to \$499	4	—
More than \$500	3	—
 Average Rent	 \$145	
 Units without Contract Rent	 22	

Source: Metro-Dade County Planning Department, Research Division tabulations from 1980 Census of Population and Housing Summary Tape File 1-B.

Virtually all of the rental units with a contract rent are low-cost units renting for less than \$200. Countywide, less than 38 percent of the rental units rent for less than \$200.

The average size of a year-round unit (2.0 rooms) is much smaller than the countywide average (4.3), and reflects the predominance of small, rental units.

Approximately 15 percent of the housing units in South Shore are overcrowded units (i.e. units with more than one person per room). This is slightly above the County average (9 percent).

The residential vacancy rate in South Shore (13.0 percent) is higher than the County average (8.4 percent). The 2 vacant units which are boarded up constitute a lower than average proportion (3 percent). The countywide average is 5 percent. Note that the counts of vacant and boarded up housing units are not subject to suppression.

In summary, South Shore housing units

- * are primarily small and renter-occupied;
- * rent for a little less than the County average;
- * are valued less than the County average;
- * show a level of overcrowding above the County average.

APPENDIX C

HISTORICAL SITES

SURVEY FINDINGS IN SOUTH SHORE

C-1

Excerpted from:

SURVEY FINDINGS IN MIAMI BEACH

Prepared by:

Metro-Dade Office of Community and Economic Development
Historic Preservation Division

June 1981

THE DADE COUNTY HISTORIC SURVEY / HISTORIC PRESERVATION DIVISION

The Dade County Historic Survey is a project of the Metro-Dade Office of Community and Economic Development, Historic Preservation Division. The Survey has been done with the sanction of the State Historic Preservation Office, under the guidelines from the Division of Archives, History and Records Management in Tallahassee. The data gathered by the Survey is accepted for evaluation purposes in the preparation of Development and Regional Impact and Environmental Impact Statements and National Register of Historic Places nominations. Funding for the project is largely through a Community Development Block Grant and a Survey Grant from the U.S. Department of the Interior, allocated through the State Historic Preservation Office. The Historic Preservation Division is the official staff to the Historic Preservation Board, as created by the Metro-Dade Historic Preservation Ordinance #81-13, approved by the Board of County Commissioners February 17, 1981.

DEFINITION

^{C-2} The Dade County Historic Survey is the first step in the development of a historic preservation program for the South Florida area of Dade County. The Survey identifies, catalogues, documents and evaluates sites of major architectural, historical and archeological significance in the county. The findings of the survey then become part of a permanent file on the area's cultural resources. These files are the information base for designation and review of sites by the Dade County Historic Preservation Board. They may also be used, along with the Division, as source for information and assistance to municipal bodies preparing their own ordinances and plans, pursuant to the Metro Historic Preservation Ordinance. The Survey points out areas of urgent need and singles out sites of major significance.

HISTORICAL PERSPECTIVES

The history of any community must be viewed within its own context. A building from the turn of the twentieth century in the metropolitan area of Dade County is as significant locally as a building from the Colonial period is in the northeastern United States to that particular geographical area. The all-important era of local settlement and early growth, still within the memory of many people, just happens to be more recent in this our case.

The lure of South Florida's climate is a continuing stimulus for active development and building activity. Because of this, many of the most important historic sites in Dade County have already been demolished or are threatened with destruction, despite their seemingly recent dates of construction. Therefore, we in Dade County do not have the opportunity of waiting until our sites are centuries old to assess their value -- they will by then no longer exist.

The growing consciousness throughout the country of the importance of maintaining physical roots in a community as a source of pride and a continuing identification for its citizens is equally valid in a young community. The economic gains and intensive use of labor in restoration and rehabilitation projects are tangible benefits of preserving older structures which are becoming more and more widely recognized.

DETERMINING CRITERIA

Criteria for determining significance of sites is based on the criteria used by the National Register of Historic Places. Locally these determinants have been broken down into categories of architectural, historical, contextual and archeological significance.

The specific set of factors upon which a site's evaluation is based appears on that site's Statement of Significance, on file at the Dade County Historic Survey office. This detailed information will be made available on request. The uncovering of further historical facts may alter a site's determination in the future.

Architectural Significance of sites is determined by:

- * Style typical or unique to its time or place.
- * Sites being representative of South Florida's typical architecture, by their use of native materials and climatic responses.
- * The type of construction or materials employed for their quality and/or local value.
- * The quality of design and craftsmanship.
- * The architect's or builder's prominence or contribution to the development of the area.

Historical Significance is determined by:

- * Construction dates of individual buildings or structures.
- * Previous and ongoing functions associated with the site.
- * People associated with the site who have made significant contributions towards the enrichment of the area's cultural heritage.
- * Events associated with the property that may have been instrumental factors in the growth and development of an area and that would represent key links in the local historical continuum.

Contextual Significance is determined by:

- * Cohesiveness within context. The unity or visual continuity of sites within their immediate surroundings, when forming part of a larger historical urban context. This may indicate building groups, linear or square blocks, or could be at a neighborhood scale.
- * Contributions to context. This refers to a site's contribution to the physical enhancement of its immediate environment such as a fountain or a park.
- * Prominence within its context. These might include bayfront or riverfront locations, or locations at significant intersections, or at the center or an early focus of commerce.
- * Dates of settlement or development of neighborhoods or subdivisions.
- * Historical factors and development schemes that contributed to the creation and growth of neighborhoods or subdivisions.

Archeological Significance

There have been no recorded archeological sites within the district's boundaries. However, due to the nature of the construction of the city (dredge and fill), it is conceivable that there may be both historic and prehistoric sites, as well as shipwrecks, beneath the fill deposition. Projects involving deep level excavation should be alerted to the possibility of encountering archeological material, particularly, sites located near the ocean.

EVALUATION SYSTEM

Sites' architectural, historical and contextual significance have been rated on a "1" to "3" scale, from the most significant ones to those with minor significance in that order.

"1" rating implies major significance in that particular area and indicates that all efforts should be made to preserve the site.

"2" rating implies that the site has secondary significance and its preservation should still be considered after that of the first priority sites.

"3" rating indicates minor significance and a low priority in terms of preservation efforts.

A construction cut-off date of 1940 has been determined for structures to be studied. This date may be flexible to include specific sites whose significance may over-ride their more recent age.

Present use or condition of a site will not be used as criterion in determining whether said site is or is not to be included in the survey.

Alterations to the original exterior fabric of a structure will not be used in most cases as criterion in determining a structure's inclusion in the survey. Where major alterations have so severely affected a structure as to render it unrecognizable from its original appearance, these changes, along with other significance-determining criteria, will be used to decide the site's eligibility for survey consideration.

Developmental History of Miami Beach

Less than one hundred years ago what is today Miami Beach, was a swampy, mosquito ridden wasteland. The first structure known to have been erected there was the Refuge House #5 at Indian Creek in 1876. It was a desolate outpost for workmen charged with looking out for shipwrecks, and lost or injured crew. A few years later, in 1882, Henry Lum, his son, Charles Ezra Osborn and Elnathan T. Field attempted to start a coconut plantation on the island. The Lums had visited the beach in 1870, and in the interim before their return purchased a considerable tract of land for thirty-five cents an acre from the federal government. Field and Osborn, who were brought in by the Lums to provide capital, bought a major portion of a sixty-five mile strip of land including all of what is now Miami Beach. The additional property was purchased for seventy-five cents to \$1.25 per acre. A camp was set up in what is now Lummus Park and the work of planting 100,000 coconuts was begun. The venture was not successful, however. The planting and clearing was a much more arduous and expensive task than was anticipated. Few workers were willing to return a second time to the densely, overgrown, rat, insect and snake infested jungle. Field raised some more capital by bringing in his friend John S. Collins who invested \$5,000. Further problems with the growth and productivity of the trees eventually overcame the operation. Charles Lum and his young bride remained on the island for a while afterwards, but loneliness and the difficulty of the life there eventually forced them to move away.

John S. Collins, a successful and knowledgeable New Jersey farmer, was deeply bothered by the failure of the project. In 1896 he visited Miami Beach, sampled the soil and knew immediately that it could be made quite productive with the proper attention. By 1907 he had wrangled his share of the property from Field and Osborn.

Collins decided to plant avocado and spent a great deal of money and effort to clear 160 acres for planting. The first planting was not too successful because of the constant wind coming in from the ocean. As windbreaks, Collins planted the fast-growing Australian pines. A large section of Collins' original pine barricade remains today along Pine Tree Drive.

By 1912 Collins' son-in-law, Thomas J. Pancoast, joined him on Miami Beach. They decided it was necessary to build a bridge connecting the island to the mainland in order to get their produce more quickly to market. It was a very ambitious project. Once completed, at two and one half miles, it would be the longest wooden bridge in the world. Unfortunately, the contractor underestimated the cost of the project and just short of completion Collins ran out of money. A new winter resident in Miami, Carl Fisher of Indiana, came to Collins' rescue by lending him C-7 \$50,000, in return he received 200 acres of oceanfront property.

Also at this time John Collins, his son Arthur and son-in-law Thomas Pancoast formed the Miami Beach Improvement Company and subdivided and offered for sale a portion of his land in order to raise more money for his project. The first public auction of Collins' lots was held on February 19, 1913 with auctioneer "Doc" Dammer officiating. They sold \$66,000 worth of property that day. In May of 1913 the Collins bridge was completed.

Surprisingly enough Collins' subdivision was not the first. Brothers J.N. and J.E. Lummus had been buying up the remainder of the Lum property and controlled a major portion of the island. J.N. founded the Ocean Beach Realty Company in 1912 and was probably the first man to envision a city fronting the ocean. It was Carl Fisher, however, John Collins' benefactor, who was most responsible for Miami Beach's

evolution into the twentieth century tourist mecca that became a national phenomenon in the 1920's.

Although he was born in the 1870's, Carl Fisher epitomized the twentieth century man. As a young man in Indianapolis he parlayed a bicycle shop into an auto dealership. His fascination with the automobile grew just ahead of the rest of the nation's so when the citizens of Indiana were ready for the latest in automobiles, Carl was ready for them. He was also a genius at promotional gimmickry and attracted a lot of attention and publicity in his hometown. In addition to his dealership he started the Indianapolis Speedway and the Prest-o-Lite Corporation which manufactured the first auto headlights. He was also responsible for the construction of the famed Lincoln Highway. At the age of thirty-five Fisher had become a multi-millionaire and was still looking for empires to build. He originally came to Miami in 1912 with his new fifteen year old bride Jane, at the urging of a friend, John Levi. After seeing what Collins had done with Miami Beach and knowing that the Lummus brothers were willing to invest capital, Fisher decided Miami Beach had the real potential for becoming an Eden for the new wealthy generation of industrialists who needed a playground along the order of Palm Beach.

Fisher became the bank for the Lummuses as well as Collins. He lent J.N. the necessary funds to clear the southern end of the island and fill the swampy areas. Fisher acquired more land with every transaction. He also established Miami Beach's third real estate company, the Alton Beach Realty Company. While the Lummuses planned a middle class resort and tourist district, Carl set about with his grander schemes.

In March of 1915 the three land sales companies consolidated their efforts to

pass a charter incorporating the Town of Miami Beach. At this time there were thirty-three registered voters in the community; most of them lived on the southern end of the island, on the tracts subdivided by Lummus. It was J.N. Lummus who became the first mayor of Miami Beach.

During this period Carl Fisher began his massive development schemes on Miami Beach. He cleared the way for Lincoln Road, a shopping boulevard that in its hey-day was to rival New York's Fifth Avenue. In 1916 Fisher built his first hotel, the Lincoln Hotel at Collins Avenue and Lincoln Road, and his active publicity campaign was beginning to pay off. To attract a sporting crowd, Fisher established an annual regatta and speedboat race, and with associate Glenn Curtis, an aviation field on the south end bay side of the island, where an array of spectacular aerial shows were put on. Before he was finished, Carl Fisher had built five major hotels on Miami Beach. Besides the Lincoln, he erected the Flamingo in 1920, the Nautilus in 1925, the King Cole in 1925, and the Fleetwood in 1924.

Through World War I, it remained the Lummus development, rather than Fisher or Collins' that sold the most. Fisher was not a man to give up. In 1917 he formed another realty company, the Miami Ocean View Company and began dredging and building the islands in Biscayne Bay. Star Island was the first. It was several more years before it was accessible by car, but once it was it became a very exclusive residential enclave. Probably the most prominent of the original inhabitants was Colonel E.H.R. Green. Green, the son of Hetty Green who was reputed to be "the richest woman in the world," purchased the structure that was built as the Star Island Yacht Club (46 East Star Island Drive) and converted it into a very lavish home. Green was a Gatsbyesque character who became a well-known figure in Miami Beach. Although Carl

Fisher's plan to turn Biscayne Bay into a new Venice began with Star Island, others soon followed; Palm, Hibiscus, and the Venetian Islands were all constructed in the early 1920's, from dredged up bay bottom. Fisher Island, where William K. Vanderbilt later built his estate, was created in 1905 when the Rivers and Harbors Committee of the U.S. Congress ordered the construction of Government Cut which severed the southernmost tip of Miami Beach.

Many flamboyant, wealthy young businessmen built their winter homes on Miami Beach (North Bay Road, Pine Tree Drive and the islands were most popular with this crowd). The list of names is a who's who of modern industry (particularly the auto industry) and commerce. Champion, Firestone, Allison, Kresge, Snowden, Cox, Vanderbilt and so on. Fisher himself who had already built a lavish home, "The Shadows," on the oceanfront, built another in 1925 at 5020 North Bay Road which is still standing. The popular building styles for these early mansions were the romantic Mediterranean and Classical forms. He had also continued in the late teens and early twenties to expand his development with more hotels, golf links, bathing casinos, and polo fields. The publicity mounted until not only Miami Beach, but all of South Florida was involved in the disastrous real estate boom of the 1920's.

A fierce hurricane struck the Miami area in September of 1925 and brought an abrupt halt to the frenzy of real estate speculation that was going on here. It was followed by the stock market crash a few years later which put a temporary lid on large-scale development. Surprisingly, for Miami Beach, the effects of the depression were minimal. The 1930's witnessed more construction on Miami Beach than ever before. The new hotels were catering to a different kind of tourist than Carl Fisher's wealthy playboy types. In fact, expenses of repairing hurricane dam-

age, an overextension of resources in another development in Long Island, and "the Crash of '29," had dealt a deathblow to Carl Fisher's enterprises. He was to spend his final years on Miami Beach, an ailing and broken man, unable to gather the strength or investor confidence to get any new projects off the ground. It was a tragic end for a man credited with building a city.

The south end of Miami Beach, formerly the Lummus turf, was more densely developed in the 1930's for the middle class tourist. Those families who were not personally stricken by the depression, more than ever needed a place where they could "get away from it all." A large number of small, modest hotels went up during this time. The majority of these structures were designed in the Art Deco or streamline styles with localized, resort adaptations that catered to the fantasies and imagination of a population trying to cope with a new mechanized world.

C-11
Relatively few architects were responsible for a large number of hotels and apartment buildings in what is currently recognized by the National Register of Historic Places as the Art Deco District. Among them are: Henry Hohausser (the Cardozo Hotel, the Shepley, the Commodore, the Warsaw Ballroom...), Murray L. Dixon (the Tudor Hotel, Haddon Hall, the Tides...), and Roy F. France (the Delano Apartments, St. Moritz, the Sovereign, the Sands...).

Miami Beach continued to be a popular resort through World War II and into the 1950's and 1960's. Building has continued at a phenomenal rate, experiencing only temporary lapses throughout Miami Beach's existence. Of the early, lavish hotels, only one remains today, Fisher's King Cole. It bears little resemblance, however, to its original state because it has been incorporated into the Miami Heart Institute (4701 North Meridian Avenue). Additional structures of historic interest

still standing on Miami Beach, that were not previously mentioned include: the home of James Cox, a former governor of Ohio and newspaper magnate at 4385 North Bay Road; the home of Dan Hardie, an early sheriff of Dade County, at 10 Palm Avenue; the home of Al Capone, the notorious mobster, at 93 Palm Avenue; and the home of John Levi, the man who first brought Carl Fisher to Miami Beach and a former mayor of the city, at 44 East Star Island Drive.

Although the history of Miami Beach is relatively brief, it is one of national significance. Carl Fisher was a visionary man whose dream of creating a winter playground so swept the country that in a few short years, the remote island with a population of one became the hottest real estate anywhere in the world. The early development of Miami Beach is inextricably connected with the new American ideals that evolved after World War I. Ideals that grew from a fascination with modern industry, wealth and leisure. The natural environment was no longer something that could stand in man's way, but an entity to be conquered and molded. Collins, Lummus, and mostly Carl Fisher were the men that molded Miami Beach. Some people objected and warned of the hazards of such rapid and reckless development, others were caught up in the glamour and fun, but all came to see America's new playground.

LISTING OF SITES OF MAJOR ARCHITECTURAL SIGNIFICANCE

701-745 - 5th Street - Hotel McArthur
227 Michigan Avenue - Ambassador Hotel
551-557-559 Michigan Avenue
140 Ocean Drive - Century Hotel
425 Ocean Drive - Savoy Plaza Hotel
540 West Avenue - Biscaya Hotel
805 Miami Beach Boulevard (5th Street) - Ynda's
1131 - 5th Street
1137 - 5th Street
1200 - 5th Street
218, 220 - 11th Street
135 Biscayne Street - Biscayne Collins Apartment Hotel
227 Biscayne Street - Joe's Stone Crabs
45 Collins Court
845 Commerce Street
846 Commerce Street
302 Euclid Avenue - Garden Hotel
311-313 Meridian Avenue
112 Ocean Drive - Star Hotel
150 Ocean Drive - Calvert Hotel
458 Ocean Drive
28 Washington Avenue
34 Washington Avenue
56 Washington Avenue - David Court
202 Washington Avenue
206 Washington Avenue
301 Washington Avenue - Beth Jacob Congregation Hall
311 Washington Avenue - Beth Jacob Social Hall

APPENDIX A-2

MASTER LIST OF SURVEYED SITES IN THE SOUTH SHORE AREA OF MIAMI BEACH

ADDRESS	ARCHITECT	DATE	A	B	C
1412 1st Street	W.F. Brown	1923	3	2	1
1412 1st Street	H. Johnson	1923	3	1	2
1412 1st Street	J. Cooper	1929	3	3	2
1412 1st Street	J.E. Gorman	1925	3	3	2
1412 1st Street	W.F. Brown	1928	2	2	2
1412 1st Street	W.F. Brown	1925	2	2	2
1412 1st Street	W.F. Brown	1925	2	2	2
1412 1st Street	W.F. Brown	1928	2	2	2
1412 1st Street	W.F. Brown	1925	2	2	2
1412 1st Street	W.F. Brown	1923	3	2	2
1412 1st Street	Henderson	1930	1	3	2
1412 1st Street	De Carlo	1933	2	1	2
1412 1st Street	Lapporte	1920	3	1	1
1412 1st Street	Lapporte	1923	2	1	2
1412 1st Street	Lapporte	1923	3	1	2
1412 1st Street	W.F. Brown	1925	2	1	2
1412 1st Street	W.F. Brown	1921	2	1	2
1412 1st Street	Parsons	1929	2	2	2
1412 1st Street	Hedlauer	1937	2	2	1
1412 1st Street	Henry	1932	3	3	2

ADDRESS	SITE NAME/REMARKS	ARCHITECT	DATE	RATING		
				A	H	C
410 Collins Avenue	Sunny Haven	Gault	1923	2	2	2
427 Collins Avenue	Madrid Hotel	Taylor	1923	2	2	2
501 Collins Avenue	Dade Linen and Furniture/Jacks		1929	2	2	2
39 Collins Court			1920	2	2	2
45 Collins Court			1918c	3	1	2
53 Collins Court			1921	3	2	2
811 Commerce Street		F. Fielder	1923	3	2	2
817 Commerce Street		F. Fielder	1923	2	2	2
826 Commerce Street			1923	2	2	2
845 Commerce Street			1917- 1918c	2	1	2
846 Commerce Street			1920	2	1	2
260 Euclid Avenue		Hohauser	1937	2	2	2
302 Euclid Avenue	Garden Hotel		1920- 1921	2	1	2
320 Euclid Avenue	Euclid Hotel	Hall	1937	2	3	2
334 Euclid Avenue	Fountain Apts.		1924	2	2	2
426 Euclid Avenue			1923	2	2	2
361 Jefferson Avenue			1922	3	2	2
426 Jefferson Avenue			1923	2	2	2
311-313 Meridian Avenue			1918	2	1	2

ADDRESS	SITE NAME/REMARKS	ARCHITECT	DATE	RATING		
				A	H	C
227 - 1st Street		W.F. Brown	1923	3	2	2
230 - 1st Street	Crystal	H. Hohausser	1938	2	2	2
821 - 1st Street	Ocean Breeze Hotel	J. Cooper	1924			
720-726 - 2nd Street		J.E. Camasa	1925	3	2	2
723, 727, 735 - 2nd Street			1928	2	2	2
739 - 2nd Street		W.F. Brown	1925	2	2	2
740 - 2nd Street		W.F. Brown	1925	2	2	2
729-735 - 3rd Street			1928	2	2	2
743 - 3rd Street			1922	2	2	2
701-745 - 5th Street	Hotel McArthur	Henderson	1923	3	2	2
805 Miami Beach Blvd. (5th Street)	Ynda's	De Garmo	1930	1	3	2
1045 - 5th Street	Mobil Gas Station		1925	2	1	2
1131 - 5th Street (1125-1131)			1930	DEMOLISHED		
1137 - 5th Street		LaPointe	1920	3	1	3
1200 - 5th Street			1923	2	1	2
135 Biscayne Street	Biscayne Collins Apt. Hotel	W.F. Brown	1923	3	1	3
227 Biscayne Street	Joe's Stone Crabs		1925	2	1	2
116 Collins Avenue	Nemo Hotel	Pancoast	1921	2	1	2
321 Collins Avenue	York Hotel	Hohausser	1929	2	2	2
336 Collins Avenue	Silverstein Resident Pavillion	Avery	1937	2	2	3
			1932	3	3	2

ADDRESS	SITE NAME/REMARKS	ARCHITECT	DATE	RATING		
				A	H	C
335 Meridian Avenue		Hellenbogen	1930	2	2	1
345 Meridian Avenue		Knight	1938	2	3	1
359 Meridian Avenue		Hall	1937	2	3	1
227 Michigan Avenue	Ambassador Hotel	Brown	1925	1	2	2
327 Michigan Avenue		Anis	1941	2	3	2
330 Michigan Avenue	Cambridge Hotel	Bonreau	1925	DOMOLISHED		
551-557-559 Michigan Avenue		Nolan	1940	1	2	1
54 Ocean Drive	Hotel Leonard	Pfeiffer & O'Reilly	1920	2	2	1
112 Ocean Drive	Star Hotel		1914	3	1	2
126 Ocean Drive	Horwyn Apartments	Hohauser	1939	2	2	1
140 Ocean Drive	Century Hotel	Hohauser	1939	1	2	1
150 Ocean Drive	Calvert Hotel		1916-1918	3	1	2
200-202 Ocean Drive	Marevista		1921	2	2	1
226-232 Ocean Drive	Par-Mell Apartments	Schoeppl Ungaro	1932 1949	2	3	1
321 Ocean Drive	Hotel Simone	Norren & Nadel	1937	2	2	1
335 Ocean Drive	Sand & Sun (Sorrento Hotel)	Debrita	1939	2	3	1
425 Ocean Drive	Savoy Plaza Hotel	Nelienbogen	1935	1	2	1
436 Ocean Drive	Olympic Apartment Hotel	Anis	1936	2	2	1
444 Ocean Drive	Surf	Hohauser	1936	2	2	1

ADDRESS	SITE NAME/REMARKS	ARCHITECT	DATE	RATING		
				A	H	C
458 Ocean Drive			1916	3	1	2
524 Ocean Drive	Mare Grande Hotel	Wank	1925	2	2	1
Collins Avenue at south end of Government Cut	U.S. Army Corp of Engineers		1933	2	2	2
28 Washington Avenue			1919	2	1	2
34 Washington Avenue			1918- 1921	2	1	2
53 Washington Avenue			1921	2	2	2
56 Washington Avenue	David Court		1925	2	1	2
119 Washington Avenue			1920- 1921	2	2	2
137 Washington Avenue			1922	2	2	2
202 Washington Avenue			1918	3	1	2
206 Washington Avenue			1913- 1921	2	1	2
301 Washington Avenue	Beth Jacobs Congregation Hall	Hohauser	1936	2	1	2
311 Washington Avenue	Beth Jacob Social Hall	Rose	1928	2	1	2
347 Washington Avenue	Everbloom Apts. Hotel	Nordin & Nadel	1937	2	3	1
404 Washington Avenue	Crown Hotel		1921	2	2	1
411 Washington Avenue	Hotel Harrison	Hohauser	1935	2	2	1
419 Washington Avenue			1923	2	2	1
540 West Avenue	Biscaya Hotel	S.D. Butterworth	1925	1	2	1

APPENDIX D

AGGREGATED PARCELS

SOUTH SHORE PROPERTY OWNERS

THREE LOTS OR MORE

1. W. FLAGLER ASSOCIATES LTD., ET AL.
C/O ROBERT KUHN - 348 BRICKELL AVENUE
MIAMI, FL 33131

AREA PER HOUSE BILL 985-49
FORMERLY SOUTH BEACH PK PB 6-77 & NORTH 132 FT OF NORTH PORTION
LYING EAST OF COLLINS AVENUE AND FILLED AREA EXTENDING TO BULKHEAD
LINE LYING EASTERLY AND ADJACENT TO ALL OF ABOVE DESCRIBED PROPERTY
LOT SIZE: IRREGULAR

THAT PART NORTH 132 FT. OF NW ¼ LYING EASTERLY OF WASHINGTON AVENUE
AND WESTERLY OF COLLINS AVENUE IN PB 6-77
LOT SIZE: 37,384 SQUARE FEET

OCEAN BEACH FLORIDA SUBDIVISION PB 2-38

LOT 7 BLOCK 10
LOT SIZE: 50 x 130

LOT 8 BLOCK 10
LOT SIZE: 50 x 130

LOTS 9 & 10 & EAST 100 FT. BLOCK 10
LOT SIZE: IRREGULAR

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 21 & 22 & WEST 15 FT OF LOT 23 BLOCK 51
LOT SIZE: 75 x 111

LOT 23 LESS WEST 15 FT & LOT 24 & WEST ¼ OF LOT 25 & 10 FT. STRIP SOUTH
OF SAME BLOCK 51
LOT SIZE: 60 x 111

2. JOE'S STONE CRABS INC.
227 BISCAYNE STREET
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH FLORIDA SUBDIVISION PB 2-38

LOT 11 BLOCK 1
LOT SIZE: 50 x 130

LOT 12 BLOCK 1
LOT SIZE: 50 x 130

OCEAN BEACH FLORIDA SUBDIVISION

LOTS 11 & 12 & EAST 40 FT. LOT 13 BLOCK 10
LOT SIZE: IRREGULAR

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOT 26 & WEST 10 FT. LOT 27 BLOCK 52
LOT SIZE: 40 x 100

EAST 10 FT. LOT 28 & LOT 29 BLOCK 52
LOT SIZE: 40 x 100

LOT 30 BLOCK 52
LOT SIZE: 30 x 100

2. JOE'S STONE CRABS INC. (CONTINUED)

LOT 31 BLOCK 52
LOT SIZE: 30 x 100

3. MIAMI BEACH NURSING FACILITIES, INC.
1674 MERIDIAN AVENUE
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH FLORIDA SUBDIVISION PB 2-38

LOTS 14 & 15 BLOCK 1
LOT SIZE: 100 X 130

LOTS 1-2-3-4-5 BLOCK 10
LOT SIZE: 250 X 130

4. JOSEPH SWARTZ

150 SW 27 RD.
MIAMI, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOT 29 & 10 FT. STRIPWALK SOUTH OF SAME & LOT 30 BLOCK 51
LOT SIZE: 60 X 110

LOT 31 BLOCK 51
LOT SIZE: 35.660 X 110

5. SEYMOUR FRIEND
3804 MONSERRATE STREET
CORAL GABLES, FLORIDA

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOT 5 BLOCK 51
LOT SIZE: 30 X 100

LOTS 6 & 7 BLOCK 51
LOT SIZE: 60 X 100

LOT 8 LESS WEST 4 FT. BLOCK 51
LOT SIZE: 26 X 100

LOT 11 BLOCK 51
LOT SIZE: 30 X 100

LOT 12 BLOCK 51
LOT SIZE: 30 X 100

LOT 19 & 10 FT. STRIPWALKS BLOCK 51
LOT SIZE: 30 X 112

LOT 20 BLOCK 51
LOT SIZE: 30 X 112

LOT 26 EAST 1/2 LOT 25 & LOT 27 & 10 FT. STRIP SOUTH OF SAME BLOCK 51
LOT SIZE: 75 X 111

LOT 28 & 10 FT. STRIP LYING SOUTH AND ADJACENT BLOCK 51
LOT SIZE: 30 X 110

LOT 9 BLOCK 52
LOT SIZE: 30 X 100

5. SEYMOUR FRIEND (CONTINUED)

OCEAN BEACH ADDITION #3 PB 2-81

LOTS 10 & 11 BLOCK 52
LOT SIZE: 60 X 100

LOT 25 BLOCK 52
LOT SIZE: 30 X 100

LOT 32 & 33 BLOCK 52
LOT SIZE: 60 x 100

LOT 34 & 35 BLOCK 52
LOT SIZE: IRREGULAR

OCEAN BEACH ADDITION SUBDIVISION PB 2-38

LOT 1 BLOCK 1
LOT SIZE: 50 x 115

6. IRVING AND RUTH KARP
3401 N.W. 31 STREET
MIAMI, FLORIDA

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOT 16 BLOCK 51
LOT SIZE: 30 x 100

LOTS 17 & 18 & 10 FT. STRIPWALK SOUTH OF SAME BLOCK 51
LOT SIZE: 60 x 112

7. AMERICAN FRUIT PURVEYORS, INC.
730 - 1ST STREET
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 4-5-6 & EAST 22 FT. OF LOT 7 BLOCK 52
LOT SIZE: 112 x 100

8. JO-ANN SAWITZ & GRACE WEISS (JOE'S STONE CRAB)
11 ISLAND AVENUE
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOT 19 BLOCK 52
LOT SIZE: 30 x 100

LOTS 20-21 & LOT 22 LESS EAST 1 FT. BLOCK 52
LOT SIZE: 89 x 100

9. FAIRHOPE INVESTMENTS, NV
420 LINCOLN ROAD SUITE 335
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 13-14-15-16 BLOCK 52
LOT SIZE: 120 X 100

10. ALFREDO SANTISI & R. SOSA & ARCALA INV., INC.
1762 N.W. 6 STREET
MIAMI, FLORIDA 33125

OCEAN BEACH FLORIDA SUBDIVISION PB 2-38

LOTS 3-4-5 BLOCK 9
LOT SIZE: 150 X 130

LOT 12 BLOCK 2
LOT SIZE: SITE VALUE

SOUTH 1/2 LOT 13 BLOCK 2
LOT SIZE: SITE VALUE

LOT 14 BLOCK 2
LOT SIZE: SITE VALUE

NORTH 1/2 OF LOT 15 BLOCK 2
LOT SIZE: SITE VALUE

11. SAMUEL AND DOROTHY PICCIOLO
137 WASHINGTON AVENUE
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH FLORIDA SUBDIVISION PB 2-38

LOT 11 BLOCK 9
LOT SIZE: 50 X 130

LOT 12 BLOCK 9
LOT SIZE: 50 X 130

LOT 13 BLOCK 9
LOT SIZE: 50 X 130

NORTH 1/2 LOT 13 BLOCK 2
LOT SIZE: SITE VALUE

SOUTH 1/2 LOT 15 BLOCK 2
LOT SIZE: SITE VALUE

12. SHIRLEY ROSS & G. & LAWRENCE TAYLOR
5577 LA GORCE DRIVE
MIAMI BEACH, FLORIDA 33140

OCEAN BEACH FLORIDA SUBDIVISION PB 2-38

LOTS 6-7-8 BLOCK 9
LOT SIZE: 150 X 130

13. MELVIN AND ESTELLE MENDELSON
C/O ENGLANDER & BURNETT
ONE LINCOLN ROAD
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 16-17 BLOCK 78
LOT SIZE: 60 X 100

LOT 18 BLOCK 78
LOT SIZE: 30 X 100

13. MELVIN AND ESTELLE MENDELSON (CONTINUED)
OCEAN BEACH ADDITION #3 PB 2-81
LOT 19 BLOCK 78
LOT SIZE: 30 X 100

14. SYLVIA O. FOX, TRUSTEE
1800 SW 85 COURT
MIAMI, FLORIDA 33155
OCEAN BEACH ADDITION NO. 3 PB 2-81
LOT 5 LESS EAST 129 FT. BLOCK 80
LOT SIZE: 50 X 110
EAST 129 FT. OF LOT 5 BLOCK 80
LOT SIZE: 50 X 129
LOT 9 BLOCK 80
LOT SIZE: 30 X 100
LOT 10-11-12-13 BLOCK 80
LOT SIZE: IRREGULAR

15. M. & L. GLIKSMAN AND SAMUEL AND I. ROSE
950 - 2ND STREET
MIAMI BEACH, FLORIDA 33139
OCEAN BEACH ADDITION NO. 3 PB 2-81
LOTS 1-2-3 BLOCK 80
LOT SIZE: 150 X 150
LOT 6 BLOCK 80
LOT SIZE: IRREGULAR
LOT 8 & EAST 50 FT. OF LOT 7 BLOCK 80
LOT SIZE: IRREGULAR

16. EVELYN PARNES
226 OCEAN DRIVE
MIAMI BEACH, FLORIDA 33139
OCEAN BEACH FLORIDA SUBDIVISION PB 2-38
LOTS 3-4-5 BLOCK 3
LOT SIZE: 150 X 115

17. E. COHEN, B. BLOOM, R. WAPNICK, V. KONVISER & G. RUSSO
21410 NE 19 AVENUE
NORTH MIAMI BEACH, FLORIDA 33179
OCEAN BEACH FLORIDA SUBIDIVSION PB 2-38
LOTS 14-15 BLOCK 3
LOT SIZE: SITE VALUE
LOT 16 BLOCK 3
LOT SIZE: SITE VALUE

18. H L & L CONSTRUCTION, INC.
881 N. VENETIAN DRIVE
MIAMI BEACH, FLORIDA 33139
OCEAN BEACH ADDITION NO. 3 PB 2-81
LOT 6 & THE NORTH 5 FT. OF LOT 7 BLOCK 81
LOT SIZE: 55 X 140
LOT 8 & LOT 7 LESS NORTH 5 FT. BLOCK 81
LOT SIZE: 95 X 140
19. ABRAHAM AND DOROTHY SHEFFMAN
C/O JOEL P. NEWMAN
420 LINCOLN ROAD
MIAMI BEACH, FLORIDA 33139
OCEAN BEACH ADDITION NO. 3 PB 2-81
LOT 14-15-16 BLOCK 77
LOT SIZE: 150 X 140
20. THE HEBREW HOME FOR THE AGED OF MIAMI BEACH
320 COLLINS AVENUE
MIAMI BEACH, FLORIDA 33139
OCEAN BEACH FLORIDA SUBDIVISION PB 2-38
LOT 4 BLOCK 7
LOT SIZE: SITE VALUE
LOTS 5-6 BLOCK 7
LOTS SIZE: SITE VALUE
LOT 7 BLOCK 7
LOT SIZE: SITE VALUE
LOT 8 BLOCK 7
LOT SIZE: SITE VALUE
LOT 13 BLOCK 7
LOT SIZE: 50 X 130
21. CONGREGATION BETH JACOB
311 WASHINGTON AVENUE
MIAMI BEACH, FLORIDA 33139
OCEAN BEACH FLORIDA SUBDIVISION PB 2-38
LOTS 9-10 BLOCK 7
LOT SIZE: 100 X 130
LOT 11 BLOCK 7
LOT SIZE: 50 X 130
22. DREYER ASSOCIATION, INC.
1878 W. 79TH STREET
HIALEAH, FLORIDA 33014
OCEAN BEACH ADDITION NO. 3 PB 2-81
LOTS 4-5 BLOCK 100
LOT SIZE: 100 X 150
EAST 30 FT. OF LOT 6 BLOCK 100
LOT SIZE: 4000 SQUARE FEET

23. LOUIS A. & RUTH T. GIDNEY
1420 W. 23 STREET
MIAMI BEACH, FLORIDA 33140

OCEAN BEACH FLORIDA SUBDIVISION PB 2-38

LOT 6 BLOCK 5
LOT SIZE: 50 X 115

LOT 7 BLOCK 5
LOT SIZE: 50 X 115

LOT 8 BLOCK 5
LOT SIZE: 50 X 115

24. HARRY HOLTZMAN
7821 NOREMAC AVENUE
MIAMI BEACH, FLORIDA 33141

OCEAN BEACH ADDITION NO. 3 PB 2-81

EAST 100 FT. OF LOT 3 BLOCK 103
LOT SIZE: 100 X 50

LOT 3 LESS EAST 100 FT. AND LESS EXTENSION OF CURVE IN NORTHWEST
CORNER IN RIGHT OF WAY & LOT 4 LESS EAST 142 FT. BLOCK 103
LOT SIZE: 12,350 SQ. FT.

EAST 145.6 FT. OF LOT 4 BLOCK 103
LOT SIZE: 50 X 146

LOTS 5-6-7-8-9
WHITE & WOODWARDS RESUB OF LOTS 5-6 BLOCK 103
BOOK 26 PAGE 62

25. THE FOURTH FAIRLAND, INC.
6500 NO. ANDREWS AVENUE
FT. LAUDERDALE, FLORIDA 33309

FRIEDMAN & COPES SUBDIVISION PB 4-83

LOTS 1-2-3-4-5-6 LESS PART FOR STREET BLOCK 3
LOT SIZE: 272.1 X 140

26. LOUIS MINTZ & R. O. BIALOR
C/O TRAGER AND KLEIN
301 ARTHUR GODFREY ROAD
MIAMI BEACH, FLORIDA 33140

THAT PORTION OF LOTS 7-8-9-10 BLOCK 3
FRIEDMAN & COPES SUBDIVISION AS RECORDED IN PB 4-83

FRIEDMAN & COPES SUBDIVISION PB 4-83

BEGINNING 21.96 FT. NORTHEAST OF SOUTHWEST CORNER LOT 10,
SOUTHEAST 130 FT., SOUTHWEST 113.79 FT., WEST 133.49 FT., NORTHEAST
145.13 FT. TO POINT OF BEGINNING BLOCK 3
LOT SIZE: IRREGULAR

BEGINNING AT NORTHWEST CORNER OF LOT 11, SOUTHEAST 130 FT.,
SOUTHWEST 81.78 FT., NORTHWEST 130 FT., NORTHEAST 80.72 FT. TO POINT
OF BEGINNING BLOCK 3
LOT SIZE: 81.25 X 130

LOT 12 & BEGINNING AT SOUTHWEST CORNER LOT 12, SOUTHEAST 130 FT.,
NORTHEAST 30.33 FT., WEST TO POINT OF BEGINNING BLOCK 3
LOT SIZE: IRREGULAR

27. GUILLERMO SOSTCHIN, TR.
C/O STONE
101 N.W. 12 AVENUE
MIAMI, FLORIDA 33138

OCEAN BEACH ADDITION NO. 3 RE SUB PB 21-26

LOTS 1-2-3-4-5-6-7-8-9-10-11 BLOCK 'A'
LOT SIZE: IRREGULAR

28. STARLITE GARDENS, INC.
350 LINCOLN ROAD
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 7-8-9-10 BLOCK 57
LOT SIZE: 230 X 90

29. FRYD FAMILY ASSOCIATES, LTD.
523 MICHIGAN AVENUE
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 9-10 & SOUTH 15 FT. OF LOT 11, LESS SOUTH 10 FT. OF LOT 9 BLOCK 74
LOT SIZE: 140 X 105

LOT 11 LESS SOUTH 15 FT. THEREOF & ALL OF LOTS 12-13-14 BLOCK 74
LOT SIZE: 185 X 140

LOT 12 BLOCK 84
LOT SIZE:

30. JOHN C. DANENOWER, EST.
C/O YANN CLEANERS & LAUNDRY, INC. CORP.
ATTENTION: E. FRINK
1700 JEFFERSON AVENUE
MIAMI BEACH, FLORIDA 33139

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 6-7-8 BLOCK 84
LOT SIZE: 19,600 SQUARE FEET

31. AMERICAN OIL COMPANY
POST OFFICE BOX 5077
ATLANTA, GEORGIA 30302

OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 9-10-11 BLOCK 84
LOT SIZE: 19,600 SQUARE FEET

32. VINCENT J. FESTA & S. J. VENEZIA
4401 MONROE STREET
HOLLYWOOD, FLORIDA 33021
OCEAN BEACH ADDITION NO. 3 PB 2-81

LOT 12 BLOCK 98
LOT SIZE: 50 X 150

LOTS 13-14 BLOCK 98
LOT SIZE: 100 X 150

33. BISHOP COLEMAN F. CARROLL
6301 BISCAYNE BOULEVARD
MIAMI, FLORIDA 33138
OCEAN BEACH ADDITION NO. 3 PB 2-81

LOTS 1-2 BLOCK 104
LOT SIZE: 100 X 150

LOT 3 BLOCK 104
LOT SIZE: 50 X 150

34. VIC POTAMKIN CHEVROLET, INC.
540 ALTON ROAD
MIAMI BEACH, FLORIDA 33139
OCEAN BEACH ADDITION NO. 3 PB 2-81

LOT 4 BLOCK 104
LOT SIZE: 50 X 150

LOT 5 BLOCK 104
LOT SIZE: 50 X 150

EAST 50 FT. OF NORTH 1/4 OF LOT 6 BLOCK 104
LOT SIZE: 25 X 50

EAST 50 FT. OF SOUTH 1/4 LOT 6
LOT SIZE: 25 X 50

NORTH 40 FT. OF WEST 50 FT. OF LOT 6 BLOCK 104
LOT SIZE: 2000 SQUARE FEET

EAST 30 FT. 11 INCHES OF SOUTH 10 FT. OF WEST 50 FT. LOT 6 & EAST 30 FT. 11
INCHES OF WEST 50 FT. LOT 7 AND EAST 29 FT. 9 INCHES OF WEST 50 FT. LOT 8
LESS SOUTH 10 FT. BLOCK 104
LOT SIZE: 30 X 100

WEST 19 FT. 11 INCHES OF SOUTH 10 FT. LOT 6 & WEST 19 FT. 11 INCHES LOT 7
& WEST 20 FT. 3 INCHES LOT 8 LESS SOUTH 10 FT. BLOCK 104
LOT SIZE: 20 X 100

WEST 50 FT. OF EAST 100 FT. OF LOTS 6-7-8 BLOCK 104
LOT SIZE: 50 X 140

BEGINNING 82 FT. EAST OF SOUTHWEST CORNER BLOCK 104, EAST 25 FT.,
NORTH 50 FT., WEST 25 FT., SOUTH 50 FT. TO POINT OF BEGINNING BLOCK
104
LOT SIZE: 25 X 50

LOT 12 BLOCK 104
LOT SIZE: 50 X 150

LOTS 13-14-15-16 BLOCK 104
LOT SIZE: 200 X 150

34. VIC POTAMKIN CHEVROLET, INC. (CONTINUED)

AQUARIUM SITE AMENDED PB 21-83

LOT 1 AND LOT 19, LESS OFF STREET ROAD 5 FT.
LOT SIZE: 6,410 SQUARE FEET

LOT 2
LOT SIZE: 25 X 100

LOT 3
LOT SIZE: 25 X 110

LOTS 4-5
LOT SIZE: 50 X 110

LOTS 6-7-8
LOT SIZE: 75 X 110

LOTS 9-10
LOT SIZE: 11,000 SQUARE FEET

LOT 15
LOT SIZE: 50 X 125

LOTS 16-17 & 18 LESS OFF STREET ROAD 5 FT.
LOT SIZE: 13,230 SQUARE FEET

35. NEW FLORIDIAN HOTEL, INC.
C/O HARVEY GOODMAN
300 WEST AVENUE
MIAMI BEACH, FLORIDA 33139

AQUARIUM SITE AMENDED PB 21-83

LOTS 26-27 BLOCK 1
LOTS 1-2 & OUT LOT OF FLEETWOOD SUBDIVISION PB-23-34 AND
PROPERTIES INTERSECTING IN AND TO COMMON ELEMENTS NOT
DEDICATED TO PUBLIC
LOT SIZE: IRREGULAR

JG:bss
4/25/83

APPENDIX E

LEGAL DESCRIPTION OF SOUTH SHORE REVITALIZATION SITE

BOUNDARY DESCRIPTION

The South Beach Redevelopment Project Area, hereinafter called the "project area", is delineated on the Project Boundary and Land Use Plan Map designated as Exhibit A, and is more particularly described as follows:

All that real property in the City of Miami Beach, County of Dade, State of Florida, within the following-described boundaries:

Beginning at the Northwesterly corner of LOT 2, BLOCK 1, FLEETWOOD SUBDIVISION according to THE AMENDED PLAT thereof as recorded in Plat Book 28, Page 34 of the Public Records of Dade County, Florida;

Thence run Easterly along the Northerly line of said LOT 2 for a distance of 150.7 feet more or less to a point, said point being the Northeasterly corner of said LOT 2;

Thence continue along above mentioned course for a distance of 50 feet more or less, across West Avenue, to the intersection with Westerly line of BLOCK 2, FLEETWOOD SUBDIVISION, according to the AMENDED PLAT thereof as recorded in Plat Book 28, Page 34 of the Public Records of Dade County, Florida;

Thence run Southerly along the Westerly line of said BLOCK 2 for a distance of 160.3 feet more or less to a point, said point being a Point of Curvature (P.C.) of a circular curve concave to the Northeast and having for its elements a radius of 15 feet and a central angle of 90°;

Thence run along said circular curve an arc distance of 23.6 feet more or less to the Point of Tangency (P.T.);

Thence Easterly along the Northerly line of Sixth Street for a distance of 2679.4 feet more or less to the Point of Intersection with the Easterly line of Washington Avenue;

Thence run Southeasterly along said Easterly line of Washington Avenue for a distance of 164.3 feet more or less to the point of Intersection with the Northerly line of a 20 foot alley known presently as Sixth Street;

Thence run Easterly along the Northerly line of said Sixth Street for a distance of 713.7 feet more or less to the Point of Intersection with the Easterly line of Ocean Drive;

Thence continue along above described course (Northerly line of Sixth Street projected Easterly) for a distance of 1400 feet more or less to a point;

Thence run Southwesterly along the line parallel to and 1680 feet

E-1

more or less Easterly of the East line of Collins Avenue for a distance of 2800 feet more or less to a point;

Thence run Southeasterly at an angle of 90° with the previous course at a distance of 660 feet more or less to a point;

Thence run Southwesterly at an angle of 90° with the previous course a distance of 2100 feet more or less to a point;

Thence run Westerly along the line parallel to and 300 feet more or less South of the Northerly limits of Government Cut for a distance of 3900 feet more or less to a point;

Thence run Northwesterly along the line parallel to and 620 feet more or less Southwest of existing bulkhead line (M.H.W. Line) for a distance of 1000 feet more or less to a point;

Thence run Southwesterly at an angle of 90° with the previous course a distance of 95 feet more or less to a point;

Thence run Northwesterly at an angle of 90° with the previous course a distance of 500 feet more or less to a point;

Thence run Northeasterly at an angle of 90° with the previous course for a distance of 95 feet more or less to a point;

Thence run Northwesterly along the line parallel to and 620 feet more or less Southwest of existing bulkhead line (M.H.W. Line) for a distance of 2500 feet more or less to a point;

Thence Easterly along the line parallel to and 175 feet more or less North of the North line of Sixth Street produced Westerly for a distance of 930 feet more or less to the Point of Beginning.

APPENDIX F

ZONING PRO FORMAS

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 1 .
2. Proposed Use Residential - apartments/townhouses .
(Type of dwelling unit)
3. Parcel Size 10,000 square feet.
4. Height 2 stories over 1 story parking (# of stories).
5. Floor Area Ratio .8 .
6. Maximum Permissible Gross Floor Area 8,000 square feet.
7. Lot Coverage 40% .
8. Average Dwelling Unit Size 1,000 square feet.
9. Estimated Number of dwelling units 6 .
10. Open Space Ratio 60% %.
11. Occupant Parking Space Ratio: 1.5 spaces per dwelling unit.
12. Total Parking Space Ratio: 2.0 spaces per dwelling unit.

B. Commentary:

1. Calculations assume that 20% of gross floor area will be used for common spaces; therefore 8,000 square feet yields only 6 units. If developed as townhouses, however, with no common spaces, 8 units would be possible.
2. Eight dwelling units on a 10,000 square foot lot results in an equivalent density of 35 units per acre; 6 dwelling units results in an equivalent density of 26 units/acre.
3. Underground or first level parking does not utilize permissible gross floor area.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 1 .
2. Proposed Use Residential - apartments/townhouses .
(Type of dwelling unit)
3. Parcel Size 40,000 square feet.
4. Height 2 stories over 1 story parking (# of stories).
5. Floor Area Ratio 1.1 .
6. Maximum Permissible Gross Floor Area 44,000 square feet.
7. Lot Coverage 55% .
8. Average Dwelling Unit Size 1,000 square feet.
9. Estimated Number of dwelling units 35 .
10. Open Space Ratio 45% %.
11. Occupant Parking Space Ratio: 1.5 spaces per dwelling unit.
12. Total Parking Space Ratio: 2.0 spaces per dwelling unit.

B. Commentary:

1. Calculations assume that 20% of gross floor area will be for common building space; therefore 44,000 square feet yields only 35 units.
If developed as townhouses, 44 units would be possible.
2. Lot coverage of 55% is permissible with 6% bonus; FAR of 1.1 results from .3 bonus for aggregation of parcels.
3. Equivalent densities are 48 units per acre for townhouses and 38 units/acre for apartments.
4. Developer may opt to develop townhouses with average dwelling unit size of, for example, 1,300 square feet resulting in 34 units.
5. It is assumed that maximum density for townhouse development is 35 units/acre.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 1 .
2. Proposed Use Residential - apartments .
(Type of dwelling unit)
3. Parcel Size 80,000 square feet.
4. Height 2 stories over 1 story parking (# of stories).
5. Floor Area Ratio 1.3 .
6. Maximum Permissible Gross Floor Area 96,000 square feet.
7. Lot Coverage 60% .
8. Average Dwelling Unit Size 1,000 square feet.
9. Estimated Number of dwelling units 76 .
10. Open Space Ratio 40% %.
11. Occupant Parking Space Ratio: 1.5 spaces per dwelling unit.
12. Total Parking Space Ratio: 2.0 spaces per dwelling unit.

B. Commentary:

1. Due to lot coverage limitation, maximum permissible gross floor area is 96,000 square feet rather than 104,000 square feet.
2. Calculation assumes that 20% of gross floor area is used for common building space.
3. Equivalent density is 42 units/acre.
4. R-PS 1 zoning, therefore, permits a range of densities from 26 to 42 units per acre depending upon the size of parcel.
5. Townhouse development is encouraged by its more efficient utilization of gross floor area.
6. Underground or first floor parking is encouraged by its exemption from gross floor area.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 2 .
2. Proposed Use Residential - apartment .
(Type of dwelling unit)
3. Parcel Size 10,000 square feet.
4. Height 3 stories over parking (# of stories).
5. Floor Area Ratio 1.0 .
6. Maximum Permissible Gross Floor Area 10,000 square feet.
7. Lot Coverage 33.3% .
8. Average Dwelling Unit Size 900 square feet.
9. Estimated Number of dwelling units 9 .
10. Open Space Ratio 66.7% %.
11. Occupant Parking Space Ratio: 1.3 spaces per dwelling unit.
12. Total Parking Space Ratio: 1.75 spaces per dwelling unit.

F-4

B. Commentary:

1. Calculation assumes 20% of gross floor area will be used for
common spaces.
2. Equivalent density is 40 units/acre.
3. Sixteen parking spaces will be required.
4. Assumes development at minimum required average dwelling unit size.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 2
2. Proposed Use Residential - apartment
(Type of dwelling unit)
3. Parcel Size 40,000 square feet.
4. Height 4 stories over parking (# of stories).
5. Floor Area Ratio 1.3
6. Maximum Permissible Gross Floor Area 52,000 square feet.
7. Lot Coverage 32.5%
8. Average Dwelling Unit Size 900 square feet.
9. Estimated Number of dwelling units 46
10. Open Space Ratio 67.5% %.
11. Occupant Parking Space Ratio: 1.3 spaces per dwelling unit.
12. Total Parking Space Ratio: 1.75 spaces per dwelling unit.

B. Commentary:

1. Calculation assumes that 20% of gross floor area will be used for common building space.
2. Equivalent density is 50 dwelling units per acre; an 80,000 square foot parcel will yield an equivalent density of 58 units/acre (at FAR of 1.5). Thus, density range for R-PS 2 is approximately 40 - 60 units/acre.

F-5

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 3 .
2. Proposed Use Residential - apartment .
(Type of dwelling unit)
3. Parcel Size 20,000 square feet.
4. Height 5 stories over parking (# of stories).
5. Floor Area Ratio 1.35 .
6. Maximum Permissible Gross Floor Area 27,000 square feet.
7. Lot Coverage 27% .
8. Average Dwelling Unit Size 800 square feet.
9. Estimated Number of dwelling units 27 .
10. Open Space Ratio 73% %.
11. Occupant Parking Space Ratio: 1.2 spaces per dwelling unit.
12. Total Parking Space Ratio: 1.5 spaces per dwelling unit.

B. Commentary:

1. Assumes 20% of gross floor area for common building spaces.
2. Equivalent density is 59 dwelling units/acre.
3. Lot coverage of 27% is permissible with 2% bonus for additional 10,000 square feet.
4. FAR of 1.35 reflects .1 bonus for additional 10,000 square feet.
5. Base equivalent density on a 10,000 square foot lot is 54 units/acre.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 3 .
2. Proposed Use Residential - apartment .
(Type of dwelling unit)
3. Parcel Size 60,000 square feet.
4. Height 6 stories over parking (# of stories).
5. Floor Area Ratio 1.65 .
6. Maximum Permissible Gross Floor Area 99,000 square feet.
7. Lot Coverage 27.5% .
8. Average Dwelling Unit Size 1,000 square feet.
9. Estimated Number of dwelling units 80 .
10. Open Space Ratio 62.5 %.
11. Occupant Parking Space Ratio: 1.2 spaces per dwelling unit.
12. Total Parking Space Ratio: 1.5 spaces per dwelling unit.

E-7

B. Commentary:

1. Assumes 20% of gross floor area for common building spaces.
2. Assumes average dwelling unit size of 1,000 square feet (above minimum requirement for this subdistrict).
3. Equivalent density is 58 units/acre.
4. If required minimum average dwelling unit size of 800 square feet is used, equivalent density is 72 dwelling units/acre.
5. If 80,000 square foot parcel is aggregated, equivalent density may be as high as 76 units/acre.
6. The density range for R-PS 3, therefore, is 54-76 units per acre.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District R-PS 4 .
2. Proposed Use Residential - apartment .
(Type of dwelling unit)
3. Parcel Size 20,000 square feet.
4. Height 8 stories (# of stories).
5. Floor Area Ratio 1.6 .
6. Maximum Permissible Gross Floor Area 32,000 square feet.
7. Lot Coverage 20% .
8. Average Dwelling Unit Size 750 square feet.
9. Estimated Number of dwelling units 34 .
10. Open Space Ratio 80% %.
11. Occupant Parking Space Ratio: 1.0 spaces per dwelling unit.
12. Total Parking Space Ratio: 1.25 spaces per dwelling unit.

B. Commentary:

1. Assumes 20% of gross floor area for common building space.
 2. Equivalent density is 74 dwelling units per acre.
 3. Base density (10,000 square foot lot) is 70 units/acre.
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ZONING PRO FORMA

Notes re Residential-Performance Standard (R-PS) Zoning Districts.

1. R-PS zoning districts result in overall density ranges as follows:

R-PS 1	26-42 units/acre
R-PS 2	40-60 units/acre
R-PS 3	65-87 units/acre
R-PS 4	70-92 units/acre

2. The maximum densities in the above ranges are achievable only through aggregation of parcels. The maximums are consistent with the density ranges as specified in the Plan.
3. Additional bonuses and incentives will be possible to reward consistency with plan objectives other than aggregation of parcels, for example, urban design, view preservation, pedestrian-level activities, etc.
4. The R-PS zoning system will encourage integration of parking (underground or structured) by excluding floor area devoted to such parking from the maximum permissible gross floor area. Surface parking will adversely affect achievement of the open space ratio.
5. The R-PS zoning system will encourage a mix of housing unit sizes by providing for a larger minimum dwelling unit size than otherwise required and by specifying a minimum average dwelling unit size per development.
6. The R-PS 1 zoning will allow for townhouse, rather than apartment development, thus introducing a type and scale of residential development that is more appropriate for the subdistrict closest to Alton Road. If land costs militate against the densities necessary to accommodate townhouse developments, the City shall consider a write-down of land costs to make such developments economically feasible or the utilization of other financial and non-financial incentives. These can be accomplished through the utilization of "designation" and/or "development agreements."

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District C-PS 1
2. Proposed Use Commercial
3. Parcel Size 40,000 square feet.
4. Height 4 stories over parking (# of stories).
5. Floor Area Ratio 1.3
6. Maximum Permissible Gross Floor Area 52,000 square feet.
7. Lot Coverage 32.5%
8. Open Space Ratio 67.5% %.
9. Required Parking Space Ratio: 1 space per 400 sq. ft.
10. Required Parking Space Ratio: 1 space per 4 seats.

B. Commentary:

1. FAR of 1.3 reflects .3 bonus for aggregation.
2. At 4 stories, lot coverage is well below maximum allowable and open space ratio is well above minimum requirement. A 3-story structure would still satisfy the requirements.
3. An 80,000 square foot parcel (1 square block) would yield a maximum permissible floor area of 120,000 square feet (at FAR of 1.5).
4. A 200,000 square foot parcel (e.g., blocks bounded by First Street, Jefferson Avenue, Biscayne Street and Washington Avenue, with vacation of Commerce Street by the City) would yield a maximum permissible floor area of 400,000 square feet at an FAR of 2.0.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District C-PS 1
2. Proposed Use Commercial
3. Parcel Size 10,000 square feet.
4. Height 2 stories over parking (# of stories).
5. Floor Area Ratio 1.0
6. Maximum Permissible Gross Floor Area 10,000 square feet.
7. Lot Coverage 50%
8. Open Space Ratio 50% %.
9. Required Parking Space Ratio: 1 space per 400 sq. ft.
10. Required Parking Space Ratio: 1 space per 4 seats.

F-12

B. Commentary:

1. Base level FAR of 1.0 is applicable for 10,000 square foot lot
or smaller parcel.
 2. Assumes two-story structure although height regulations would
permit 4 stories.
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ZONING PRO FORMA

A. Data Sheet:

1. Zoning District C-PS 2.
2. Proposed Use 1st floor commercial with office above.
3. Parcel Size 60,000 square feet.
4. Height 6 stories over parking (# of stories).
5. Floor Area Ratio 2.4.
6. Maximum Permissible Gross Floor Area 144,000 square feet.
7. Lot Coverage 40%.
8. Open Space Ratio 60% %.
9. Required Parking Space Ratio: 1 space per 400 sq. ft.
10. Required Parking Space Ratio: 1 space per 4 seats.

B. Commentary:

1. Assumes aggregation of 1 block on south side of Fifth Street, e.g.,
block bounded by Fifth Street, Michigan Avenue, Fourth Street
and Jefferson Avenue.
2. Maximum permissible lot coverage with bonus would be 48%.
3. FAR of 2.4 results from aggregation of parcel.
4. If 30,000 square foot parcel ($\frac{1}{2}$ block) FAR of 2.2 would yield a
maximum permissible gross floor area of 66,000 square feet.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District C-PS 2.
2. Proposed Use 1st floor commercial with residential above.
3. Parcel Size 60,000 square feet.
4. Height 6 stories over parking (# of stories).
5. Floor Area Ratio 2.4 for commercial; 1.9 for residential.
6. Maximum Permissible Gross Floor Area 24,000 square feet commercial;
95,000 square feet residential.
7. Lot Coverage 40% at ground level.
8. Open Space Ratio 60% %.
9. Required Parking Space Ratio: 60 spaces (commercial).
10. Required Parking Space Ratio: 143 spaces (residential).

E-14

B. Commentary:

1. At average dwelling unit size of 800 square feet and assuming
that 20% of gross floor area is for common building space, 95
dwelling units are permissible in addition to the 24,000 square feet
of commercial space.
2. FAR of 2.4 commercial and 1.9 residential results from aggregation
of parcel.
3. Residential is governed by R-PS 3 standards and criteria.

ZONING PRO FORMA

A. Data Sheet:

1. Zoning District C-PS 3.
2. Proposed Use Mixed Use (hotel, residential, commercial).
3. Parcel Size greater than 200,000 square feet.
4. Height No height limit (# of stories).
5. Floor Area Ratio 3.0 for commercial & hotel; 2.0 for residential.
6. Maximum Permissible Gross Floor Area _____ square feet.
7. Lot Coverage 30% (Maximum).
8. Open Space Ratio 60% minimum %.
9. Required Parking Space Ratio: 1 space per 400 sq. ft.
10. Required Parking Space Ratio: 1 space per 4 seats.

B. Commentary:

1. Assuming development of former Miami Beach Kennel Club property
(18 acres) - 784,080 square feet, the following combination of uses
would be possible:

--approximately 1,000 dwelling units

--a 750-room hotel with all accessory facilities and meeting rooms

--100,000 square feet of commercial and/or office space.

ZONING PRO FORMA

Notes re Commercial-Performance Standards (C-PS) Zoning Districts

1. C-PS zoning districts result in intensity (floor area) ranges comparable with those permissible for commercial and mixed use districts in Miami Beach, generally; however, the maximum floor area ratios are possible only by aggregation of parcels. FAR range is from 1.0 through 3.0.
2. Greatest incentive for aggregation is in C-PS 1 district to overcome present property disaggregation; lesser incentives are provided in C-PS 2 (where it is unlikely that more than 1 block will be aggregated and, moreover, where redevelopment pursuant to the plan can realistically occur without greater aggregations) and C-PS 3 (where major property is already aggregated, i.e., former Miami Beach Kennel Club site).
3. Additional bonuses and incentives will be possible to reward consistency with plan objectives other than aggregation of parcels, for example, urban design, view presentation, pedestrian level activities, mix of uses, etc.
4. C-PS 2 and 3 districts allow residential use; however, if such use occurs, it is subject to appropriate R-PS performance standards.
5. C-PS 2 and 3 districts allow office and hotel uses, but with flexibility of first floor commercial usage.
6. C-PS1 district generally has a lower FAR than C-PS 2 and 3 districts and does not permit mixed use (i.e., residential, hotel) development. It is restricted to commercial/office usage. The rationale is to encourage intensive shopping center commercial use and not to compete with opportunities in the C-PS 2 and 3 districts. High rise and higher intensity uses in C-PS 1 would restrict views from the residential areas; would tend to block views and access to South Shore Park; would be out of proportion to adjacent uses and developments; and, due to their location, would burden the transportation system.
7. The C-PS 3 district permits high rise, high intensity and mixed use development, in part, because of the size of the parcel in question (18 acres) which allows for high rise development with preservation of views and substantial open space, but, also because of its relationship to South Shore Park and the transportation system.

APPENDIX G

CONFORMANCE WITH PROVISIONS OF THE COMMUNITY REDEVELOPMENT
ACT AND THE LOCAL GOVERNMENT PLANNING ACT OF 1975

**CONFORMANCE WITH PROVISIONS OF THE
COMMUNITY REDEVELOPMENT ACT (FLA.
STATS. 163.330) AND THE LOCAL
GOVERNMENT PLANNING ACT OF 1975 (FLA.
STATS. 163.361)**

INTRODUCTION

In 1973, the City of Miami Beach established the Miami Beach Redevelopment Agency or "Agency," pursuant to the Community Redevelopment Act of 1969 as amended (Fla. Stats. 163.330 et. seq.). Thereafter, the Agency undertook the preparation, development, and adoption of the redevelopment plan required by the statute as a condition precedent to any redevelopment actions within the designated redevelopment area. Upon the initiation of redevelopment planning, however, the Agency requested that the City impose a moratorium on development and property improvements in the area, pending the outcome of the redevelopment planning effort. The moratorium was imposed by City Resolution 73-14107 on September 5, 1973.

Due to difficulties and delays in the planning process, the redevelopment plan was not completed until March 1977. In August 1977, the moratorium was continued by virtue of its inclusion in a new Section 22 of the Zoning Ordinance, RU Redevelopment Use District, applicable only to the

South Shore redevelopment area. The RU district was an overlay zone which did not immediately replace the existing underlying zoning, but which depended upon the property owner's and the Agency's negotiating an "Owner's Participation Agreement" whereby the owner would agree to develop his property according to standards, controls, and limitations prescribed by the Agency. Upon execution of the Agreement, the zoning would automatically convert from the underlying zoning to RU; however, no development was permissible without the RU zoning for a period of five years. Thus the moratorium was, in effect, extended until August 1982.

Between 1977 and 1982, no Owner Participation Agreements were executed and the RU zoning did not attach to any property in the redevelopment area. The underlying zoning had, therefore, remained operative. During this period, the Agency prepared and the City Commission, on April 25, 1979, adopted a Revised Redevelopment Plan for the South Beach Redevelopment Project, followed by the preparation and adoption of an Amended and Restated Redevelopment Plan for the South Beach Redevelopment Project on May 5, 1982.

On July 21, 1982, the moratorium, which had remained in effect unabated since 1973, was again extended by the City at the request of the Agency. This final extension was intended to provide additional time for receipt by the Agency of bids in response to a Request for Bids for a new master project developer. No responsive bids were received.

On January 5, 1983, the City Commission adopted Ordinance No. 82-2355, an Interim Development Ordinance, deleting in its entirety Section 22 - -the RU Redevelopment Use District, and establishing in its place an Interim Development (ID) district as an overlay zone supplementing, but not replacing, the existing underlying zoning. The ID Ordinance remains in effect only until a revised redevelopment plan and new permanent zoning in furtherance of such a plan are implemented, but in no event longer than one year. Resolution No. 82-17222, adopted in conjunction with the ID Ordinance, specifies the work program and schedule for preparation and adoption of a revised Redevelopment Plan for South Beach.

SUBSTANTIVE REQUIREMENTS

The Community Redevelopment Act (Fla. Stats. 163.330 et. seq.) requires that a redevelopment plan be prepared and adopted as a condition precedent to undertaking any redevelopment project. The development plan shall conform to the municipality's adopted comprehensive plan prepared pursuant to the Local Government Comprehensive Planning Act of 1975 (Fla. Stats. 163.3161 et. seq.) and shall indicate the following:

- o Property designated for land acquisition
- o Buildings to be demolished or removed
- o Property to be redeveloped
- o Public improvements to be made
- o Properties to be rehabilitated
- o Zoning and proposed land use
- o Maximum densities of development
- o Building requirements
- o Park and recreational facilities to be provided
- o A relocation plan, if necessary (Fla. Stats. 163.360).

The required contents of a community redevelopment plan are set forth in Fla. Stats. 163.362, which specifies that the plan shall:

- o Contain a legal description of the boundaries of the community redevelopment project area.
- o Show by diagram and in general terms:
 - The approximate amount of open space to be provided and the street layout.
 - Limitations on the type, size, height, number, and proposed use of buildings.
 - The approximate number of dwelling units.
 - Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.
- o If the project area contains low or moderate income housing, contain a neighborhood impact element, which describes in detail the impact of the project upon the residents of the project area and the surrounding areas, in terms of relocation, traffic circulation, environmental quality, availability of community

facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

- o Describe generally the proposed method of financing the redevelopment of the project area.
- o Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.
- o Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.
- o Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment project area.

PROCEDURAL REQUIREMENTS

- o Provide an element of residential use in the project area if such use exists in the area prior to the adoption of the plan.

The legal description of South Shore appears in Appendix E; all other required information appears in the various sections of the Revitalization Strategy Plan (see the attached table cross-referencing plan requirements.) The Community Redevelopment Plan, in addition to being required by the Community Redevelopment Act, is an optional element of the City's comprehensive plan pursuant to the Local Government Comprehensive Planning Act, Fla. Stats. 163.3177(7)(h). The comprehensive plan may include "a general area redevelopment element consisting of plans and programs for the redevelopment of slums and blighted locations in the area and for community redevelopment, including housing sites, business and industrial sites, public building sites, recreational facilities, and other purposes authorized by law."

The Miami Beach Comprehensive Plan (adopted August 20, 1980) incorporates by reference (at p. 25) the South Shore Redevelopment Plan as the basis for land use and density of development in the South Beach redevelopment area.

Modification of a community redevelopment plan requires a recommendation by the Agency to the City (Fla. Stats. 163.361(1)); a public hearing by the City Commission after public notice by publication in a newspaper of general circulation (Fla. Stats. 163.361(2); and adoption of the plan amendment, by ordinance or resolution, by the City Commission.

Prior to the Agency's consideration of a community redevelopment plan, the Agency shall submit the plan to the local planning agency (i.e., the Miami Beach Planning Board) for review and recommendation as to its conformity with the City's Comprehensive Plan. The Planning Board shall submit its written recommendations within sixty days after receipt of the plan for review. Upon receipt of the Planning Board report and recommendations or, if no recommendations are received within said sixty days, then without such recommendations, the community Redevelopment Agency may proceed with its consideration of the plan (Fla. Stats. 163.360(3)). Following its consideration, the Agency shall submit the plan it recommends for approval to the City Commission (Fla. Stats. 163.360(4)). The City

Commission shall hold a public hearing after publication by notice in a newspaper of general circulation. The notice shall describe the time, date, place, and purpose of the hearing; identify the area covered by the plan; and outline the general scope of the plan (Fla. Stats. 163.360(5)). Following the hearing, the City Commission may approve the plan if it finds that:

- o A feasible method exists for the location of families who will be displaced from the community redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families.
- o The community redevelopment plan conforms to the general plan of the county or municipality as a whole.
- o The community redevelopment plan gives due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare

of children residing in the general vicinity of the site covered by the plans.

- o The community redevelopment plan will afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the community redevelopment area by private enterprise (Fla. Stats. 163.360(6)).

If, as in this case, the redevelopment plan is also an element of the Comprehensive Plan, the procedural requirements of the Local Government Comprehensive Planning Act will also apply. The procedure for amendment of an adopted comprehensive plan differs depending upon whether the amendment is of (1) the future land use plan element or portion thereof involving less than five percent of the total land area of the local government unit or (2) any other plan amendment. The latter will be governed by the same procedure as for the original plan adoption, as set forth in Fla. Stats. 163.3184. The former is governed by the procedure set forth in Fla. Stats. 163.3184(7)(b). The difference is that the procedure set forth in 163.3184 requires State and

regional planning agency review and comment in addition to Planning Board and City Commission hearings, but only requires notice by general publication. The procedures set forth in 163.3184(7)(b) do not trigger regional and State review, but require notice by mail to all affected property owners.

Since the total land area of the City is approximately 4,604 acres and the land contained within the Redevelopment Plan area is approximately 246 acres, the redevelopment area represents 5.3 percent of the City. The redevelopment plan would be an amendment of the Future Land Use element of the City Comprehensive Plan (see p. 25 of the Comprehensive Plan).

Thus, the more extensive procedure of 163.3184 is operative. That procedure requires that, sixty days before adoption of the plan by the City Commission, the plan must be transmitted to the State land planning agency for review and written comment. The State shall set and publish the date for a public hearing on the plan and shall circulate the plan to appropriate State agencies for review and comment. The plan then must be transmitted to the regional planning

agency and to other units of local government who have requested copies of the plan. The City Commission shall also determine that the Planning Board has held a public hearing on the plan (Fla. Stats. 163.3184(1)).

Within sixty days after transmission of the plan by the City to the State, the State land planning agency must submit its written comments and must specify any objections to the plan and make any proposed recommendations for modifications. (The State review shall be limited to matters that affect the lawful responsibilities of State agencies.) If the State submits its objections, the City must respond in writing within four weeks. The City may take no action to adopt the plan amendment until two weeks have elapsed following the transmittal of the City's reply to the State's objections (Fla. Stats. 163.3184(3)).

The City shall consider all comments received, but may adopt, or adopt with changes, the proposed plan amendment despite any adverse comments received (Fla. Stats. 163.3184(6)). Adoption shall be by not less than a majority of the total membership of the City

Commission after two advertised public hearings, one of which may be by the Planning Board. The second hearing shall be held approximately two weeks after the first hearing and shall be advertised approximately five days prior to the public hearing (Fla. Stats. 163.3184(7)(c)). (If the plan amendment is deemed to be, or would beneficially be considered, a development of regional impact (DRI) pursuant to the Florida Environmental Land and Water Management Act, Fla. Stats. 380.012 et seq., the City would be required to comply with the procedure for regional planning agency review as set forth in Fla. Stats. 380.06.) A complete schedule and timetable for plan adoption is presented below.

LEGAL STATUS AND EFFECT OF PLAN ADOPTION

Upon the approval by the City Commission of the community redevelopment plan, the plan shall be deemed to be in full force and effect for the redevelopment area and the City may then cause and direct the Agency to implement such plan in accordance with its terms (Fla. Stats. 163.3184(8)).

After a comprehensive plan element or portion thereof has been adopted in conformity with the Local Government Comprehensive Planning Act, all development undertaken by, and all actions taken in regard to development orders by governmental agencies in regard to land covered by such plan element shall be consistent with the plan element as adopted. All land development regulations enacted or amended shall be consistent with the plan element as adopted (Fla. Stats. 163.3184(1)).

"Land development regulations" include any zoning, subdivision, building and construction, or other regulations controlling the development of land (Fla. Stats. 163.3194(2)(c)). "Development" has the meaning given it in 380.04 and includes building construction, subdivision, reconstruction, alteration, change in intensity of land use, clearing of land, etc. (Fla. Stats. 163.3164(4)). "Development order" means any order granting, denying, or granting with conditions an application for a "development permit" (Fla. Stats. 163.3184(5)), including a building permit, zoning permit, subdivision approval, rezoning, certification, special exception, variance, or any other official action of local

government having the effect of permitting the development of land (Fla. Stats. 163.3184(6)).

STATUTORY AUTHORITY FOR PLAN IMPLEMENTATION

The Local Government Comprehensive Planning Act specifies that it is the intent of the Act that adopted comprehensive plans or elements thereof be implemented, in part, by the adoption and enforcement of appropriate local regulations on the development of lands and waters within the affected area (Fla. Stats. 163.3201), including, but not limited to, zoning, subdivision, building, and construction regulations. The Act also specifically empowers municipalities "to implement adopted or amended comprehensive plans by the adoption of appropriate land development regulations or elements thereof" (Fla. Stats. 163.3167(1)(c)). The nature and content of required and optional elements of the comprehensive plan (see Fla. Stats. 163.3177) implicitly recognize the use of other implementation mechanisms, including, but not necessarily limited to, capital improvements programming and

expenditure of public funds for necessary public facilities and services; adequate public facilities regulations; land use controls; density controls; planned development regulations; environmental and conservation regulations; building codes; housing codes; coastal zone management standards; community (urban) design guidelines; safety regulations; historic and architectural preservation guidelines; and such other implementation mechanisms as may be necessary.

The Community Redevelopment Act intends that slums and blighted areas be eliminated through clearance and redevelopment, rehabilitation, conservation, or a combination thereof (Fla. Stats. 163.335(2) and 163.340(9)) and that the Agency have certain powers to achieve such objectives, including, but not limited to, the power to:

- o Acquire property, including acquisition for resale.
- o Demolish and remove buildings and improvements.
- o Construct public improvements, including streets, utilities, parks and playgrounds.

- o Dispose of property at its fair value.
- o Establish programs for voluntary or compulsory repair and rehabilitation of buildings or other improvement.
- o Acquire air rights and construct foundations for air right development.
- o Make inspections.
- o Prepare acquired property for redevelopment.
- o Accept loans and grants.
- o Borrow money.
- o Conduct relocation activities.
- o Make exceptions to building regulations.
- o Exercise power of eminent domain.
- o Issue revenue bonds and bond anticipation notes.
- o Utilize tax increment financing. (Fla. Stats. 163.370 - 163.387)

In addition to the powers expressly granted to the Agency pursuant to the Community Redevelopment Act and to the City pursuant to the Local Government Comprehensive Planning

Act, the City of Miami Beach is a home rule charter city pursuant to Article VIII, 1(f), 1(g) and 2(b) of the Florida Constitution, the Municipal Home Rule Powers Act (Fla. Stats. Ch. 166 (1973)) and the Miami Beach City Charter, and has all "governmental, corporate, and proprietary powers to enable it to conduct municipal government, perform municipal functions, and render municipal services," including the authority to adopt and enforce comprehensive plans, zoning ordinances and other necessary land use control measures (see City of Miami Beach v. Forte Towers, Inc., 305 So.2d 764 (Fla. 1975) and Hillsborough Ass'n for Retarded Citizens, Inc. v. City of Temple Terrace, 332 So.2d 610 (Fla. 1976)).

JUDICIAL AUTHORITY FOR PLAN IMPLEMENTATION

The Florida courts have given great deference to the legislative intent expressed in the Community Redevelopment Act and the Local Government Comprehensive Planning Act and have, in general, broadly

interpreted municipal exercises of both the police power and the eminent domain power of local governments in the achievement of legitimate governmental objectives. This can be demonstrated by an analysis of recent Florida Supreme Court cases such as State v. Miami Beach Redevelopment Agency, 392 So.2d 875 (Fla. 1980) and Graham v. Estuary Properties, Inc., 399 So.2d 1374 (Fla. 1981). These cases have followed the reasoning of appellate court decisions such as Moviematic Industries, Corp. v. Board of County Commissioners, 349 So.2d 667 (Fla. 3rd DCA 1977) upholding a five-acre minimum lot size requirement to protect a water resource. The broad view of local government exercise of police power established in Graham v. Estuary Properties (environmental protection) has now been expanded by the following two very recent appellate court decisions and one important trial court decision:

- o Hollywood, Inc. v. City of Hollywood, Case No. 81-951 (Fla. 4th DCA April 27, 1983) upholding the City's transfer of development rights ordinance.
- o Hollywood, Inc. v. Broward County, Case No. 81-700 (Fla. 4th DCA 1983) upholding an impact

fee for parks required pursuant to the comprehensive plan.

- o Home Builders and Contractors Association of Palm Beach County v. Board of County Commissioners of Palm Beach County, Case No. 79-3281-CA(L)01A (Fifteenth Judicial Circuit 1983) upholding an impact fee for road improvements pursuant to the capital improvements program contained in the County comprehensive plan.

The Florida courts are particularly receptive to regulations and ordinances that are based upon and supported by extensive and careful planning studies and analyses which both document the extent of the problem being addressed and suggest the appropriate solution. This is all the more persuasive when the planning studies and analyses take the form of an adopted plan that is the result of professional planning involvement, citizen participation, and ultimate legislative action.

PROCEDURAL REQUIREMENTS, TIMETABLE AND SCHEDULE FOR PLAN ADOPTION ^{1, 2, 3}

<u>DATE</u>	<u>ACTION</u>	<u>STATUTORY REFERENCE</u>
July 18, 1983	Presentation of Plan to Agency and City Commission; Agency and Commission referral of plan to Planning Board.	Fla. Stat. 163.360(3). Fla. Stat. 163.3184(1)
July 18, 1983 - Sept. 16, 1983	Planning Board review of plan and issuance of written recommendation to Agency after holding at least one public hearing.	Fla. Stat. 163.360(3) Fla. Stat. 163.3184(1)(e)
Sept. 17, 1983	Agency consideration of plan and Planning Board recommendations; submission of plan to City Commission.	Fla. Stat. 163.360(4)
Sept. 21, 1983	City Commission consideration of plan and referral to State land planning agency, regional planning agency and other units of local government.	Fla. Stat. 163.3184(1)
Sept. 21, 1983 - Nov. 20, 1983	State and regional review of plan.	Fla. Stat. 163.3184(2) and (3)
Nov. 21, 1983	Receipt by City of State objections, if any	Fla. Stat. 163.3184(2)
Nov. 24, 1983	City response to State objections, if any	Fla. Stat. 163.3184(2)
Nov. 29, 1983	City Commission first public hearing on plan, with required notice.	Fla. Stat. 163.3184(7)(c)
Dec. 21, 1983	City Commission second public hearing on plan and plan adoption, with required notice.	Fla. Stat. 163.3184(7)(c) Fla. Stat. 163.3184(6) Fla. Stat. 163.3184(2)
Jan. 15, 1984	Latest date for expiration of ID Ordinance	See City Ordinance No. 83-2355

Notes appear on following page

NOTES: PROCEDURAL REQUIREMENTS, TIMETABLE AND SCHEDULE FOR PLAN ADOPTION

1. This schedule assumes conformity with the requirements of both the Community Redevelopment Act and the Local Government Comprehensive Planning Act for a plan amendment involving greater than 5 percent of the total land area of the municipality. It does not assume the necessity for approval of the plan amendment as a Development of Regional Impact.
2. Whenever requirements are in conflict or variations exist, the more restrictive standard has been used to ensure full compliance with all applicable requirements.
3. This schedule assumes plan completion on or before June 20, 1983.

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CONFORMANCE TO REQUIREMENTS OF FLA STATS. 163.362
(CONTENTS OF COMMUNITY REDEVELOPMENT PLAN)

- | | |
|--|---|
| 1. Legal Description | See Appendix E. |
| 2. Open Space and Street Layout | See Proposed Land Use Plan (page 49),
and Proposed Transportation Network
(page 62). |
| 3. Limitation on Height, Size and Use of
Buildings | See Residential Land Use Intensity
Matrix (page 100), Commercial Land Use
Intensity Matrix (page 105), and
Proposed Zoning District Map (page 98). |
| 4. Number of Dwelling Units | See Residential Land Use Intensity
Matrix (page 100), and Commercial Land
Use Intensity Matrix (page 105). |
| 5. Property Intended for Public Parks,
Streets, Utilities, etc. | See Proposed Land Use Plan (page 49),
Proposed Transportation Network (page
62), Proposed Water Lines (page 67) and
Proposed Sanitary Sewer Lines (page 68). |
| 6. Neighborhood Impact | See Sections 7 and 10. |
| 7. Financing | See Appendix A. |
| 8. Safeguards and Controls | See Section 10. |
| 9. Replacement Housing (if required) | See Section 10. |

NOTE: All references relate to the South Shore Revitalization Strategy Plan

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