

**PUBLIC IMPROVEMENTS PROFILE**

The public improvements proposed for the District include: to open and close roads to its past, respond to its climate and arrangement to make it a logo to the District, its "Golden Arches," inspired by Art Deco modernism and the historic imagery of the 1930's Miami Fair, the vocabulary of street furniture proposed includes: Saturn like streetlights, spheres of light impinged in neon and hung from gleaming aluminum poles, streamlined benches of wood slats and curved aluminum frames, and nylon shaped aluminum bollards.

Planting and landscaping in the District will relate to its past as well as its climate. Pine sidewalks, newly highlighted by light colored feature stripes, will be adopted, roadways, landscaped areas, and paved sidewalks will be added at corners. Landscaping with tropical plant materials will improve pedestrian routes, will maintain sidewalk edges at parking lots, and will be clustered at gathering nodes.

In addition to the general treatment of public improvements throughout the District, many areas will receive special treatment, as discussed on previous pages. Among these are: parks with fountains, fountains, etc., at points of entry to the District, the Ocean Drive promenade, the Washington Avenue promenade, the Espanola Way promenade, the renewed Lincoln Road Mall with sculpture museum, the fringe parks from Collins Avenue to the beach between 16th and 21st Streets, and the Vanity Fair water gardens and plaza.

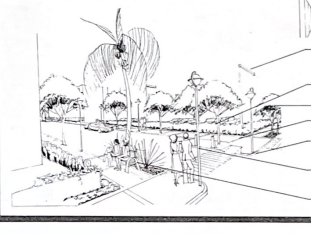
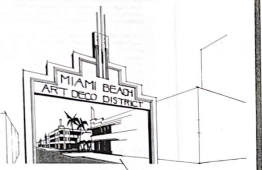


Table lights of interest design are appropriate for parking areas and main vehicular routes like Alton Road.

Sidewalk buffered from parking lot by landscaped edge.

Shade trees.

Sidewalks with feature stripes all defined by landscaped edges.

Corner treatments with rounded, landscaped ramp, paved curbside.

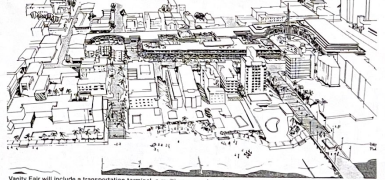
Saturn like street lights, globes impinged in neon and hung from aluminum poles.

Streamlined benches.

The primary need to the District is a children's play opportunity. Because the layout of the District is today defined architecturally and physically, it will be important to design a symbolic gateway to the District through vehicular entry along 5th Street and along the Ocean Drive promenade. A series of spheres to create, near public squares and historic buildings along the District will provide a point of gateway and signage for the District that will not only be an approach to these elements and have the consequences of a design program designed by the District's designers. The District's designers and needs of its citizens, its climate and needs, will be thoughtful, creative responses.



The Vanity Fair site is a key node connecting the Mall, Hotels and the Ocean Drive/Collins/Washington area.



Vanity Fair will include a transportation terminal, a multi-use complex with shops, galleries, restaurants and cabarets, international product exhibitions, multiple entertainment facilities, and an office or hotel structure. Tying it together is a tropical water garden with walkways, plazas for concerts and exhibitions and a laser light show.

**VANITY FAIR—UPPER DISTRICT HOTELS**

**UPPER DISTRICT HOTELS**

The sector of upper Collins Avenue from 15th to 20th Streets was developed during the 1940's as a series of four-story to ten-story Dooey Hotels with street-fronted balconies.

These Dooey Hotels such as the National, Delano, St. Motel, Phoenix and Royal Palm will be upgraded as quality tourist hotels. Commercial uses will be developed within and surrounding the hotels to include restaurants and shops.

Visual and functional connections to the ocean will be strengthened by creating fringe-parks from Collins Avenue to the beach through the establishment of pleasant, tropical open space will greatly enhance this area.

A new public parking garage will be built from the end of 16th Street out into the ocean. Marine-related events, harbor anchorage and boat-to-air will occur here. The emphasis will be to provide a place to go, fishing, from the pier or on excursions.

**VANITY FAIR**

The elements of the Preservation and Development Plan discussed above suggest the possible character of each area to be redeveloped for the production of activity generating uses in these special areas. These uses to be supported, however, as a major development designed to generate from its own elements and to create a complete Art Deco District, functioning as a complete unit for both quality and quantity. This will serve to reinforce existing uses both functionally and geographically. It will stimulate a synergistic impact in which the whole may become greater than the sum of the parts.

As a focal point for activity and energy between the Ocean Drive area, the residential area, Lincoln Road Mall, Espanola Way and the Museum Area, Vanity Fair will be located between Washington and Collins Avenue, from Espanola Way north to the base of Lincoln Road Mall. This anchors all District areas interest. This will be the major focus for tourist and resident circulation patterns.

The development is called Vanity Fair in reference to its special mixture of art and leisure of the 1930's. Vanity Fair responds to all the elements which are crucial to making the District function as a single cohesive entity.

- Its location is made which links all of the major activity areas, particularly Ocean Drive and Lincoln Road Mall.
- It will have several restaurants and bars, a cinema and entertainment center for residents and tourists.
- Facilities for conferences and conventions will serve as support and function space for the renovated mid-rise hotels.
- Parking for the mid-rise hotels will be incorporated.
- A visual connection of the District's identity, it will include a vibrant exterior color scheme and express a dynamic balance between new and old design.

Vanity Fair will be built on a large under-utilized parcel between Washington and Collins from 15th Street to Ocean Road Mall. This block is in a state of transition, with several large surface parking lots and a number of low grade commercial uses. Significant Art Deco structures are to be preserved, including the Royal Palm Hotel, the Biltmore, Shore and the Warwick Biltmore. Other significant structures, including the Carnegie Theater and the Lincoln Road Mall, will be restored and incorporated into the design of Vanity Fair whenever possible. This project offers a challenging opportunity for intensive development which is compatible with the historic neighborhood and yet a major statement for the new city.

After an extensive site selection analysis, the proposed Vanity Fair site was determined to allow the greatest opportunity for development.

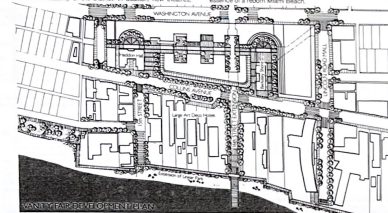
...erment's contribution to the economic vitality and revitalization of the district, while at the same time minimizing the development's negative impact on the existing historic built environment.

The site plan permits the integration of the 16th Street extension into the overall development. Proposed and approved The City of space established as a backdrop for the Vanity Fair plan.

Vanity Fair will contain an entertainment and retail center as a main attraction, hotel and/or office space, a transportation component for the parking and indoor parking to serve its users, and the adjacent large hotels on Colton Avenue. Its location is central to the downtown area.

Major plans for the Convention Center, mid-rise hotels and the existing hotels and retail uses throughout the District. Large parking lots, transit and car-pooling facilities are currently in demand in Miami Beach and within the hotel and retail District. The areas in which they are located can provide the type of space or services critical to the continued overall marketability of the District. In addition, new thematic, restaurants and retail centers which would establish Vanity Fair as a major urban and regional marketplace would help strengthen and diversify existing use throughout the District. A combination for tourists and residents, the complex would attract new business and provide the critical impetus for further preservation and development in the District. The urban marketplace will be the backbone of many successful revitalized areas which have been built.

Vanity Fair capitalizes on the 1930's glamour and extravagance which characterized Miami Beach and on the later features, styles and trends which epitomized the Miami Beach during the 1950's. In addition to the dramatic mix of styles, programs, highlights will include an outdoor plaza with a sculpture/urbanism and a spectacular outdoor water sport tower. Major recreation plaza and outdoor activity centers will be the components of Vanity Fair whose emphasis is a tropical destination, even as it relates to contemporary design. International design components can be used for the buildings, sculpture and public spaces. The Director of the Urban Marketplace, Vanity Fair, will express in essence of a modern Miami Beach.

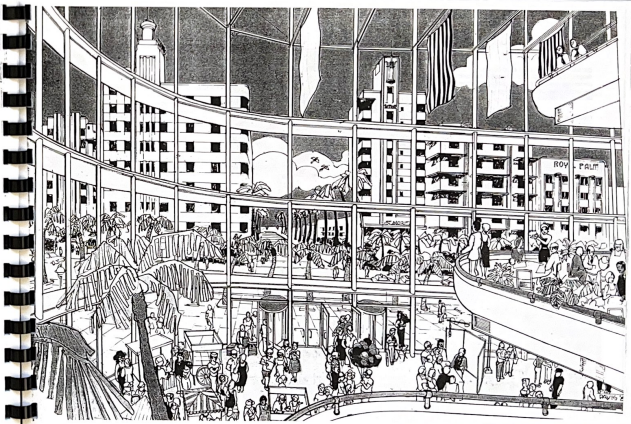


The Berkeley Street and Madison Hall, fine examples of Art Deco design, will be restored as a backdrop for Vanity Fair.



The plan for Vanity Fair shows the two long blocks of the multi-use center set along Colton and Washington Avenues. These will include commercial space forming along these streets, and open facing the open garden office, non through the block. The long block along Lincoln Road will include commercial uses and a major entry into the garden. In addition, it will house a visitor's center, transportation terminal and above the office building on site. The two plazas east of the Berkeley Street and Madison Hall, two Art Deco gems to be restored. At Espanola Way, the Winter Gardens and the Casino Theatre are also to be restored.

The sketch at right shows the restored Art Deco hotels opposite Vanity Fair, as seen from the multi-use complex.



## DESIGN GUIDELINES

Old Miami Beach can once again be a garden of architectural delights. By highlighting on "master-planned" sunshades, Regis, introducing futuristic elements, and allowing emerging through the barrier, near, occurring, particularly to the spirit of jazz, beachfront, and evening the sun.

Preserving the hundreds of significant District buildings is the goal of this review. The success of renovation and restoration efforts will depend on an awareness of the style and spirit of these Mediterranean Revival and Art Deco buildings. To develop an understanding of these styles among residents, owners, and tenants, the following provides an explanation of local styles and suggestions for sympathetic design treatments.

The design of architecturally significant buildings on the Beach was based on a response to the climate and the atmosphere of the resort. Both Mediterranean and Deco designs are sensibly sized to provide space for the lush landscape. Buildings often include traditional outdoor spaces—courtyards, porches, and balconies—all emphasizing and complementing the tropical setting. Shade from the hot sun is provided through devices such as awnings and the use of overhangs. Thus, a distinctive architectural setting is created in the Mediterranean Revival style to which vacationing Mediterraneans were accustomed.

The Mediterranean Revival buildings of the 1920's employed rough, stucco walls, terra cotta tile roofs, arched openings, piazzas, quays, and decorative wrought iron or bronze elements. They established an elegant theatrical setting for the leisure class of the twenties.

In contrast, the Art Deco style looked toward the future. It provided an escape from the bleakness and dreariness of the Depression. It reflected the hopes and ambitions of a generation, the optimism of the 1930's New York World's Fair, the streamlining of industrial design and the whimsy of a unique group of architects designing for a special cause. Stucco walls were smoothed, clipped, and curved. Steel over steel supported arched corners and was shaped by cantilevered awnings. Porches, doorills, awnings, grilles, and roofs were decorated with colorful and elegant designs. Stucco, rivets, etched glass, iron work and murals, colorful tropical flora and fauna, the modernity of the industrial design, stainless steel, glass block, camera glass, chrome, and neon, brought the world's fair and the Bauhaus style to Miami Beach.



## MEDITERRANEAN REVIVAL STYLE

### TYPICAL DESIGN FEATURES

- Low pitched terra cotta tiled roof
- Stuccoed facades with terra cotta
- Curved moldings
- Quays as cornices
- Rough stucco walls
- Decorative elements reminiscent of early Spanish buildings
- Original stucco hung awnings
- Wrought iron railings and grills

### ENTRANCES

The Mediterranean Revival entry includes many special features, the arched doorway, the graceful form of the upper windows, traditional moldings and carvings, and decorative tile.



**TERRA COTTA ROOFS**  
These heavy, coated roofs found on terraces, porches and awnings are the trademark of the Mediterranean Revival style.

**RAILINGS**  
Decorative railings are frequently used to frame upper story balconies. They are often of wrought iron or may also be carved from wood.

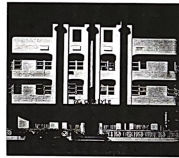
## ART DECO STYLE

### LIGHT FIXTURES

Many custom metal and glass fixtures remain as testimony to the care with which these buildings were designed and to the advanced industrial design during the period.

### PORCHOLE WINDOWS

Porchole windows, reminiscent of early Roman times, so popular at the time the Deco style developed, lend strong rigidity to the Deco facade and give the building a fortress-like quality which suggests self-contained, fortress design.



**STEEL SASH**  
Steel casements with sash building corners and flat-bottom hoods and cantilevered awnings, sunshades, and a signature of many Art Deco buildings on the Beach.



**ETCHED GLASS**  
Decorative etched glass borders and decorative light fixtures are used in many doors and steel level windows.

### TYPICAL DESIGN FEATURES

- Smooth stucco facade (except on lower stories)
- Entry bay surrounded with fluted, fan inspired tapered fins, steel work and terra cotta treatment
- Eyebrow terra cotta
- Horizontal sash windows wrapped around corner
- Stucco and stucco terra cotta lines
- Stained steel sign and glass block around entry
- Custom-designed light fixtures and aluminum door design into glass with etched glass



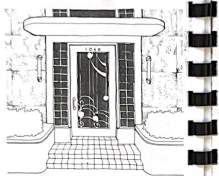


**APPROPRIATE PRESERVATION**

- Layering of smooth masonry planes
- Rhythm of recessed balconies provides horizontal balance to vertical center entry bay
- Original masonry remains to establish emphasis of pilasters and window openings
- Replacement aluminum glass entry windows resemble original industrial form
- Original details retained: solid pane door, side door columns, factory doors, entry lights
- Doors, signs and elements are integral features of the building design to be preserved

**UNSYMMETRICAL REMODELING**

- Aluminum porch enclosures and terraces follow original pattern and to plane of contributory wall and recessed balconies
- Facade fragmented by different materials
- As conditions should be noted of street facade
- Original horizontal lines missing
- Original porch still covered
- Avoiding over entry to large central bay
- Central entrance framed window, door, side and terraces reminiscent of an Art Deco building
- Block or perimeter pilasters were depicted from the facade



**ORIGINAL ENTRYWAY**  
The original limestone and glass block which the entry to the upper portion of the Art Deco facade, the design of the surround window and the light feature is consistent with the Art Deco spirit.



**INAPPROPRIATELY REMODELED ENTRYWAY**  
The use of brick and colonial style for terms and doors on this entry way is antithetical to the Art Deco materials and form of the facade.

**RESIDENTIAL PRESERVATION AND REHABILITATION**

The strength of the residential area of the Art Deco district lies in its coherence and variety. Block after block of competing styles buildings provide a continuity within which stands the unmatched panorama of Mediterranean and Art Deco buildings. While the public sector will reinforce this coherence through coordinated public improvements, the private sector must reinforce the built fabric through sensitive preservation and rehabilitation.

The design treatment of each building must respect its place in the streetscape as well as its individual design features. Restoration of building setbacks with landscaped front yards and preservation of the facade mass, rhythm and historic color of facades are critical in this respect.

In developing a design treatment for a building facade, an owner or designer should take a step-by-step approach to assess the

existing facade as it relates to the original design. Original elevation drawings, obtained from the Miami Beach Building Department, photographs from the Basil Murray and Cavell paint panels to determine original color schemes can be invaluable tools. The following elements of the facade should be assessed:

- The general distribution of volumes—the massing of the building
- The pattern and rhythm of openings, including balconies, windows and doors within the massing
- The plastic features of the building such as the types of doors, windows, railings, sunshades, sprigges and ornaments

Restoration efforts should keep the massing and rhythm of the facade as close as possible to the original design. New volumes or openings can destroy the balance of a facade or its relationship to the streetscape. Where original plastic features are missing or flawed, replacements should resemble the original in material, scale and design as much as possible.

**WINDOWS**

The window above the entrance is common in the District. The basic casement (or, originally, an industrial window with wide casement Art Deco buildings) features the use of decorative panels in the sill or, many of these windows have been replaced by inappropriate double windows (2). Photographic requirements for these windows would be to use aluminum casements (3) or, at second best, a series of four being windows (4).

The double hung window (2) (original to many Mediterranean Revival and some Art Deco buildings, this also been replaced widely with inappropriate aluminum casements) are readily available and are preferable replacements.

The original use of color was perhaps the most delightful feature of the Mediterranean Revival facade. The original color palette of the original color palette was derived from the Mediterranean Revival palette of white plaster with terracotta or original color on the exterior and on the interior. From these colors, and using a color palette of white, brown, beige and terra cotta tones of the Mediterranean Revival style are recommended. The Art Deco palette of white plaster with terracotta or original color on the exterior and on the interior. From these colors, and using a color palette of white, brown, beige and terra cotta tones of the Mediterranean Revival style are recommended. The Art Deco palette of white plaster with terracotta or original color on the exterior and on the interior. From these colors, and using a color palette of white, brown, beige and terra cotta tones of the Mediterranean Revival style are recommended.

**RAILINGS**

Disturbing the steel frame with which the Mediterranean and Deco buildings were designed, general types of original railing include cast iron, wrought iron, brick, terra cotta, and stone. As the parapets of Art Deco buildings (3), historic or original balconies which project from the facade and generally feature outdoor porches (4), and wrought iron, on both Mediterranean and Deco buildings. Cast balconies and doors with a variety of designs.

Many replacement railings in the District are inappropriate. Colonial Revival wrought iron (5) may be appropriate on Mediterranean buildings of a similar style. Concrete balconies (6) and (7) (8) and (9) (10) (11) may be appropriate on Mediterranean buildings of a similar style. Concrete balconies (6) and (7) (8) and (9) (10) (11) may be appropriate on Mediterranean buildings of a similar style.

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**COMMERCIAL RENOVATION GUIDELINES**

The District's commercial buildings include some excellent examples of Modernism/Reform and Art Deco design. This is reflected in the quiet stores along Lincoln Road Mall and even the modest single-story structures along Washington Avenue. Unfortunately, the commercial structures include many with the most inappropriate alterations. On many buildings, original facades have been completely replaced in concrete, steel, shiny designed signage and storefronts obscure original detail on many stories. There is a need for dramatic improvement in commercial facade treatment.

As in the renovation of a residential facade, the missing of the original commercial facade should be retained. In particular, storefront extensions, like mansard roofs, and signs extending above the original roof line should be avoided. Secondly, the original pattern of openings should be retained or reconstituted. Original features of the original design should also be retained or reconstituted. Typical sheet materials such as mirror work, etched glass, camera glass and glass block have been obscured on many buildings.

Storefronts are the most critical aspect of a commercial renovation. Many of the guidelines have been violated in subsequent remodeling. Storefronts should be contained within the structural frame of the overall building. The vertical piers and horizontal lines of the first floor define these lines and support upper floors. Removal of mansard sign boards, mansards or siding materials may reveal original steel work or camera glass details on piers and mullions. Large signs generally should be contained by the first piers.

The design of the storefronts themselves should complement adjacent storefronts and relate to the detailing of the entire building or block. Free original storefronts remain, as the design challenge the designer to move the spirit of the original building in a contemporary but sensitive fashion.

As conditions should be or  
sub or new sets.

Restoration of storefronts not  
extend to upper story or to one  
story.

Storefront windows lead in

**MULTI-STORY COMMERCIAL BUILDINGS**

**APPROPRIATE TREATMENT**



- Reinforced concrete gables approach emphasis to corner entry
- Original massing of building is retained
- Entrances retained
- Aluminum-clad window placements reflect original
- Storefronts feature windows uncovered
- Signage on glass and metal piers in proportion to building and Art Deco style
- Uniform awnings relate to storefronts
- Lintel and piers define storefront and relate ground level to upper levels of building
- Grille treatment of all storefronts with low base panels and vertical windows, two buildings together and reflect original Art Deco materials

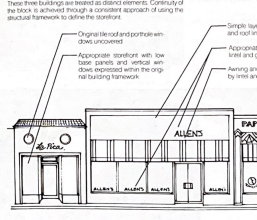
**INAPPROPRIATE TREATMENT**



- Corner tower removed
- Inappropriate glass cover obscures original Art Deco design
- Many storefronts cover original piers and base of original Art Deco design
- Signage and awnings too low (used slat) planes, too low window and level plane
- Storefront openings not defined by piers and lintels
- Slatwork and stone inappropriately placed

**SINGLE-STORY COMMERCIAL BUILDINGS**

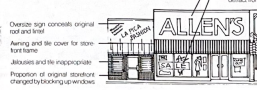
**APPROPRIATE TREATMENT**



- Original lintel and pediments with doors uncovered
- Appropriate storefront with low base panels and vertical windows expressed within the original building framework
- Simple layered planes of slatwork and roof line uncovered
- Appropriately scaled signage on lintel and glass
- Awning and storefront contained by piers and base
- Scale and location of signage and awnings appropriate
- Lintel and piers with original metal work define storefronts
- Three-bay storefront treatment with low base panels and vertical windows respects for all storefronts

- Corner tower uncovered and restored
- Original form of building well-costumed by revealing roof line
- Style of signage reflects Art Deco design
- Scale and location of signage and awnings appropriate
- Lintel and piers with original metal work define storefronts
- Three-bay storefront treatment with low base panels and vertical windows respects for all storefronts

**INAPPROPRIATE TREATMENT**



- The sign treatment of these stores destroy the identity of the three buildings and complete for attention
- Sign board is highly scaled, covered roof line and substructure
- Large upper signs in windows obstruct original facade
- Signage is too large, obscures continuity of the building, lintel and roof line are lost
- Original mansard unrecognizable to the eye
- Signage, awnings, storefront materials cover original piers and storefronts
- Too many duplicate and inappropriate treatments affect the group of storefronts
- Openings lead in

**GUIDELINES FOR NEW CONSTRUCTION**

The scale and continuity of the An Deco District are among its strongest features. While the District does include many Mediterranean Revival and Art Deco gems, it is the one-hundred mile of period buildings that makes it a landmark. It is the largest concentration of Art Deco buildings in the world.

Unfortunately, recent construction trends in the District are detracting from its historic character. In the past few years, eight-hundred, two-hundred and twenty-foot new construction buildings have been built, many of them with a Mediterranean Revival facade. Fourteen-story, Art Deco-style buildings have been built on the site of a former high-rise building, resulting in a loss of concrete and steel structure. There are no more parking garages with palm-topped terraces to watch the passing scene.

New construction can and should be sympathetic with the old. There are many places throughout the country where this procedure is being implemented. New hotels in Florence with old San Gimignano, Charleston, Galveston and Boston. First and foremost is compatibility with the scale, color, material and character of neighboring structures. The objective of this careful treatment should be to complement and extend the architectural environment, whether it be Art Deco, Mediterranean Revival or Commercial Revival. Sympathetic new construction should highlight its older neighbors, which reciprocally enhance the new structure.

In some areas, opportunities exist for extraordinary new design statements which have already occurred, just as Art Deco did in its day. These design challenges, traditionally seen on only the more creative architects and their favored clients, should be afforded to by all District property owners. Designs for new construction opportunities, such as the Grand Fair, which must be sensitive to District style, yet bold and forward looking, should be established by design competitions.

With the following guidelines, new buildings or additions to historic or architecturally significant buildings can be positive elements in an historic context.

- Siting of new buildings should reflect adjacent buildings in setback, use and zoning pattern. In particular, landscaped front yards, terraces and porches should relate to those of neighboring buildings in scale and design.
- Making in the most appropriate proportion in the design of new buildings. The center of new buildings should be in scale with that of neighboring historic buildings. Generally, the height,

width and depth should not exceed that of its neighbors by more than 15 percent.

- Rhythm of openings, recesses and projections on the new facade should be in scale with that of buildings in the general area.
- Materials and textures of new buildings should be those commonly found in the District.
- Detailing of new buildings should reflect the spirit of Spanish or Moorish design without literal imitations.

In general, new buildings should be contemporary design statements which are sympathetic to the scale and spirit of the District's architecturally significant buildings.



This new high-rise on Collins Avenue respects upon the rhythm and scale of the surrounding area.



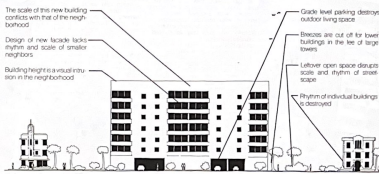
This new high-rise on Collins Avenue respects upon the rhythm and scale of the surrounding area.



NO - BLOCK PLAN WITH INTRUSION  
6000 sq ft to construct the volume by zoning code.



YES - BLOCK PLAN SHOWING CONTINUITY  
The scale of each building reflects the plan of the block.



INTRUSIVE BUILDING



COHESIVE STREETSCAPE



## IMPLEMENTATION AND IMPACT

### SUMMARY

The Preservation and Development Plan is derived directly from the goals and objectives identified in the early stages of the study. The methodology for implementation of the Plan is a grassroots program, realistic from a financial perspective, and one that responds effectively to priority issues and concerns.

The most essential ingredient for successful implementation is to establish a mutual commitment among interested parties. The City, preservation and civic groups, property owners, developers and other financial institutions, working cooperatively together, far more can be accomplished than by individual groups each focusing on its individual specific interests.

A sound rehabilitation strategy will require a new organizational network involving the creation of the following groups: Merchants Association for Washington Avenue and Lincoln Road; Home Owners Association; non-profit Housing Development Consortium; and an association of neighborhood residents. Other smaller groups would be maintained or created for those larger entities capable of securing the financial grants for which private owners are not eligible. Representatives of all these groups together with representatives of MOPR, should be appointed to a District Task Force which would be responsible for continued planning and reviewing all policies, proposals and enterprises affecting the District. Weekly meetings would establish a momentum to carry the implementation forward at a steady pace, consistent with the interests of all groups, and as a continuation of this planning effort.

A competent full-time District Manager should be sought to coordinate these efforts. This position should be filled by an individual with demonstrated experience in structuring preservation and development projects, attracting developers, promoting public-private relationships, and providing technical assistance for planning and expediting public funding. The salary should be funded jointly by the City and the District Task Force.

This unified voice representing professionals and objectives and a high level of public commitment is a prerequisite for obtaining federal and state aid, especially where a rehabilitation program of restricted grants is needed to stimulate revitalization. Many different projects must be carefully planned and coordinated to avoid waste and redundancy of the effort, and the need of activity will attract the support of the public, and the need of activity will attract the public support. The fundamental requirement for the District is on the upswing, that there is a need for a physical and even more important, the organizational requirement that the District is in a position to receive the investment opportunities and that there are investment opportunities in preservation and compatible new development.

To encourage rehabilitation, adaptive use and compatible new development as the primary development strategies for the District, the focus of initial public investment must be supportive of investors committed to demonstration projects that will yield and attract to the potential market return for these projects. Substantial public investment may be required to leverage more extensive private investment.

At this time, the Art Deco District is in a very good position to capture outside interest and funding assistance. Its leaders can demonstrate a comprehensive plan which can be implemented in phases and a strong local initiative which involves the public and private commitment. Specific physical and organizational accomplishments are required, such as using the District in the National Register of Historic Places and creating a District level advisory board of historic funds and creating a District level advisory board in Washington to the Department of Housing and Urban Development and other Federal agencies. These agencies expressed interest in receiving specific development proposals which would be considered funding to them to address and to coordinate the vitality and interest expressed by the public and to ensure the Time Pulse of the Miami Beach Art Deco District.

### DEVELOPMENT TECHNIQUES

**PUBLIC SECTOR**

Formation of the District Task Force and appointment of the District Manager are important first steps in executing the Plan, and would serve primarily as a means for coordinating and directing the interests and priorities of the concerned groups.

A second step is for the City to adopt the proposed Historic District Ordinance drafted in conjunction with this study. This ordinance would create the framework for establishing a Historic District Council charged with review of all proposed construction and alterations in the District. The Council would adopt Design Guidelines, an outline here, as a condition

criteria by which to evaluate proposals. These Design Guidelines would also provide developers, owners and tenants with the parameters within which their development activities should be focused.

The County's current Commercial Revitalization Program developed with Community Development Block Grant funds should be expanded with priority given to significant buildings. Corner buildings or those with high visibility should be emphasized. These priority areas include projects which encourage upgrading of adjacent areas.

Tax relief policies which encourage preservation and adaptive use should be considered by the City. Taxes are generally the single largest after-rehabilitation expense and can greatly affect a project's cash flow and net return on investment. Opportunities for tax relief include exemptions, tax credits or deferred assessments. A model example is in Oregon, where taxes are frozen at the pre-rehabilitation rate for 10 years after rehabilitation work is placed in operation. Similar provisions in other cases, exemptions or credits are granted in return for agreements or covenants to maintain the building at a certain level.

The City or County could establish a mortgage pool as an incentive for rehabilitation which would offset the uncertainty of increasing mortgage rates. Proceeds of a bond issue could be used to subsidize interest rates to make direct rehabilitation loans. The mortgage pool could also be established from funds provided by local banks and guaranteed by the City or State. Massachusetts local banks created a mortgage pool of below market mortgages. The pool became a cornerstone of the city's downtown renewal effort which had developed over \$140 million for projects in less than 3 years.

Another prime funding source is the Department of Housing and Urban Development's Urban Development Action Grants (UDAG). This program is HUD's most flexible program and supports development projects that stimulate private investment in generally \$1 million to the grant amount, depending on the project.

UDAG is an effective tool for an initial impact which will create confidence in the private sector for implementing high priority projects. UDAG monies could be sought for public improvements and redesign of the street grid, traffic patterns on Ocean Drive for promenade conditions, and for the Central Drive to South Street area and related pedestrian, and physical conservation/rehabilitation of apartment blocks in the region.

tal area to innovative housing for retirees and congruence facilities. Another approach would be to use UDAG funds partially to finance vanity fair. This would be an effective means of attracting private developers to correct for the balance of costs.

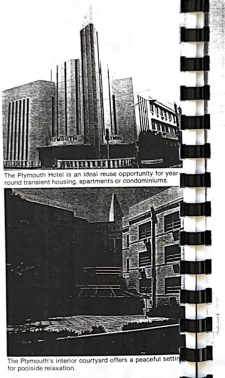
HUD's Community Development Block Grant Program is already being used for numerous projects affecting the District. It should be expanded in the District and could include facade grant and loan programs or a revolving fund for facade renovations of commercial and/or residential properties. Public improvements and health facilities for the elderly are also eligible activities.

The Urban Mass Transportation Administration (UMTA) offers grants for planning and construction of transportation projects. The program is unique in an innovative and energy saving approach to transit which specifically relates to urban revitalization. It is an economic stimulus and would be looked at favorably by UMTA. Other related projects such as transit terminals and adjacent parking facilities could also be funded by UMTA, as could public improvements shown to be direct benefits of the mass transportation system.

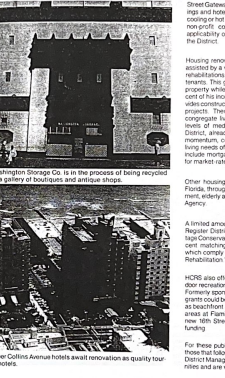
The Economic Development Administration (EDA) provides capital and loans for Public Works and Development Facilities. Eligible costs include direct costs, parking facilities and site improvements necessary for the revitalization of local businesses. These funds could be used for upgrading of commercial areas. EDA also offers planning grants for design fees related to projects which support existing businesses. The Accelerated Public Works Program which may be refunded in the future is an excellent source of funds for parking facilities, public health and social service facilities.

Assistance for public health and social service facilities could come from the U.S. Department of Health and Human Services. Health Services Development Grant Programs support a full range of community health services and could be used to establish these facilities in the Washington Avenue area. This program might supplement currently available funding from State and County social service programs.

Funding for innovative energy projects is available from the U.S. Department of Energy and from the State energy office. Private financing could occur. Grants for high energy expenditure for air conditioning in tropical climates, innovative appliances for solar energy and wind power to accompany this, funding would be awarded upon merit. Projects could range from public buildings to a minor solar powered satellite system at the Fair-



The Plymouth's interior courtyard offers a peaceful setting for possible renovation.



Upper Collins Avenue hotels await renovation as quality tourist hotels.

Street Cafes for upgrading and rehabilitation of apartment buildings and hotels by private developers which might include adaptive reuse. Funding would also be available in the City or non-profit corporations to conduct studies to evaluate the feasibility of innovative energy systems to typical buildings in the District.

Housing innovation projects, a key element of the plan, can be assisted by a variety of HUD programs. These include Section 8 rehabilitations where HUD provides rental assistance to eligible tenants. This guarantees a secure and reasonable income for the property while not requiring the tenant to pay more than 25 percent of his income for housing. HUD's Section 202 program provides construction/rehabilitation grants for elderly and congruence projects. There are many opportunities to create innovative projects. Although a virtual laboratory of permitting by the District, already a virtual laboratory of permitting by the Commonwealth could become a model for serving the needs and long-term needs of the elderly. Other HUD housing could include mortgage insurance under the Section 228(d) program for market rate apartments, whether new or rehabilitated.

Other housing subsidies might be available from the State of Florida through departments which support community development, equity and human services or the State Housing Finance Agency.

A limited amount of funding for preservation projects in National Register Districts is provided by the Department of Interior through Conservation and Restoration Services (CRS). These discretionary matching grants can be used for rehabilitation activities which comply with the Secretary of the Interior's Standards for Rehabilitation.

CRS also offers grants for acquisition and development of outdoor recreation facilities by state agencies and local governments. Funding is administered by the Bureau of Outdoor Recreation. These grants could be used for proposals that relate to active uses such as the baseball complex at Lummus Park, tennis courts and dog areas at Flamingo Park and adjacent school properties. The new fifth Street fishing pier would also be appropriate for the funding.

For these public sector development techniques, as well as for those that follow in the private sector, the District Task Force and District Manager are essential to coordinate these many opportunities and to see to the implementation of the Action Plan.

### PRIVATE SECTOR

Private sector activities will be activated through a variety of traditional and innovative financial arrangements. They will include development projects which an individual or corporate might see fresh through conventional bank mortgages. It will also require cooperative efforts by merchants or their lenders through newly established non-profit Development Corporations. These Corporations could sponsor promotional campaigns and design workshops which would encourage owners to upgrade their properties. Many of the funding programs described as public sector mechanisms are also applicable as assistance for individual owners.

A mortgage pool, if established by the City, State or County should be created by the local banking community to provide into that market interest rates for rehabilitation activities within the District. Size and types of eligible projects could be defined by the banks, but might be open to all hotels and housing in the Ocean Drive/Galvez Avenue area.

Another tool is Transfer of Development Rights. This technique refers to the additional development rights that are available should the rehabilitated project be used to build a building of greater size. These additional development rights may be transferred to other sites to allow a building larger than permitted by the zoning ordinance in return for preserving the historic landmark. This concept would be especially applicable to sites larger than usual new additions to existing buildings such as beachfront hotels, as long as the general parameters established in the City's adopted Design Guidelines are maintained.

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ments for any demolition costs are not allowed. Furthermore, the law prohibits accelerated depreciation for any property constructed in whole or in part on the site of such a demolished building. The effort should be based, with emphasis placed on the theater's regional audience base so that contributions can be drawn from a larger area.

Another private sector tool for cultural facilities is donations from private foundations or corporations. Whether the corporation is looking for a tax deductible donation or is interested in promoting the project as a valuable cultural asset in the community, support can be very important. Often, a corporation will agree to match 11 or 21% the amount of private funds raised. This commitment can be used as a catalyst to generate a higher level of private contributions.

Renovations of theaters and dance halls could be completed using a combination of private fundraising and federal grants. Funds

raising can include special activities within the District such as a "Deed Day" or an informal public auction or show inside the building. The effort should be based, with emphasis placed on the theater's regional audience base so that contributions can be drawn from a larger area.

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### ACTION PLAN

Robin's Place	
Commercial renovation	\$30.59
In order to capitalize on the growing national interest and awareness of older areas and to stimulate and maintain interest of the private sector, substantial and continued public investment must be programmed over the first 10 years. Throughout the implementation, public improvements will continue to be an important strategy for holding the interest of the District. Major street and pedestrian improvements on Ocean Drive and lower Collins Avenue will be followed by subsequent improvements further north on Collins, and in the residential and medium large areas.	
Commercial theme malls of Espanola Way and Lincoln Road Mall will require public improvements, as will the Sun Street parking lot and eventually the entire lot complex, i.e., a total of \$3,200,000 in public improvements is estimated over a 10-year period.	
Given the high costs of development, a realistic ten-year phasing strategy is proposed. This phasing strategy is based on the need to use initial capital funds to develop private development investment and additional public contributions for other projects. In addition, two primary concerns are addressed: 1) the desire to capture the growing international tourist market, and 2) the need to provide affordable and affordable housing and services for the District's existing population. These two concerns are not in conflict. The phasing plan gives equal attention to the outer and inner sides of	

The Arts District	
Commercial renovation	\$30.59
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### PRO FORMA ANALYSIS

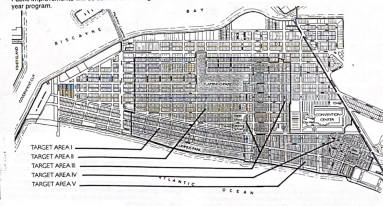
<b>WIVES HOTEL REHABILITATION AND ADDITION</b>	
PROGRAM: Conversion of 110,000 sq. ft. into 100,000 sq. ft. hotel, including a major restaurant (up to 8,000 sq. ft. level). Assumed 340,000 Community Development Block Grant matching grant for five-year investment and transfer or swap of mortgage parking lot at no cost to developer.	
<b>DEVELOPMENT COSTS</b>	
Construction Costs	\$4,700,000
Architect and Engineer	2,250,000
Construction Fees	140,000
Real Estate	10,000
Interest and Escrow Fees	10,000
Legal and Accounting	5,000
Other Costs (including opening)	25,000
Subtotal	800,500
<b>Total Development Costs</b>	<b>\$5,700,500</b>
<b>INCOME AND EXPENSE ANALYSIS</b>	
Room Revenue (40% occupancy)	\$1,364,700
Food and Beverage	725,000
Bar Revenue	1,999,700
Direct Room Expense	(280,000)
Direct Restaurant/Lounge Expenses	(570,000)
Non-Direct Restaurant/Lounge Expenses	(1,000,000)
Staff Salaries	(448,000)
Staff Expenses	(448,000)
Net Operating Income	\$488,700
<b>ECONOMIC VALUE, FINANCING AND NET CASH FLOW</b>	
Economic Value at 12% Capitalization Rate	\$4,000,000
Financing Amount (7% Cost to Borrow)	(3,000,000)
Mortgage at 12 1/4% for 30 years, constant at 13.5%	375,000
Net Cash Flow	\$625,000
<b>EQUITY AND RETURN</b>	
Equity Investment	\$1,700,000
CDI Grant Received	(2,000,000)
Net Equity Invested	\$300,000
Return on Equity	20.8%
<b>DEVELOPER'S PROFIT INCENTIVE FROM TAX REFORM ACT</b>	
\$100,000 - 30%	\$70,000
at terms in 1981 constant dollars	
* Costs provided by Miami-Southern Construction Company	
* Includes architectural management fee, legal and engineer, repair and maintenance, advertising, security, and real estate taxes, insurance and other items.	
Said name and figures are approximate.	



placement or deterioration from the social fabric and community resources which now exist.

A key assumption based on evaluation of revitalization projects in other cities across the nation, is that creation of a pleasant environment and attractive living accommodations is primary, especially in vacation and tourist communities. People will not come to visit the surrounding area if they do not feel that the conditions are pleasant. The project must be designed to do so, or do not have the standards of interest and living accommodations are attractive, people will come, with a ready market and captive audience at hand. Commercial activities, such as restaurants, health spas and boutiques, will spring up to support and profit from this new clientele.

The phasing strategy outlined below is proposed as a working model. Investment in this approach is a flexibility which would allow individual development projects to occur either as they become economically feasible or as public monies become available. This initial strategy covers the ten-year period. After five years, the City



should carefully evaluate accomplishments to date, how they have responded to the major goals and objectives, and what the District's population base indicates as the direction for future growth.

General impact might be felt during the first six months of construction by the City or MDC, without major cost. These items could include: first, the interest of the District, an information center at a prominent location, and increased number of vacant spaces available to the public. Second, the interest of the public, and increased hotel taxes. These items, as well as good modern coverage and plenty of operational activity by the Chamber of Commerce and other groups would help to create a favorable image and help people know that plans are being undertaken. A District newsletter would maintain awareness of events and progress.

Other City actions should include a promotional and social needs study based on the preceding feasibility of 1980 Census data. A study of economic, social and demographic trends. A study of economic, social and demographic trends. A study of economic, social and demographic trends.

A traffic study of the District should be completed as a means to analyze current traffic levels, problem areas, and additional vehicular accommodations. This study would also serve as a basis for designing the tram line and capturing funding for both transit development and implementation of the facility.

The Ocean Drive, Collins Avenue, Washington Street area will serve as the "Critical Mass" necessary as the first phase of revitalization. The initial six month period of planning and organization should include evaluation of federal grants to complete Phases I and II. During these two phases, major commitments should be made from both public and private sources. Study a CDG grant from HUD available since 1981. The CDG grant should be used to fund public improvements and other improvements. Other equipment from public improvements and other improvements. Other equipment from public improvements and other improvements.

An important emphasis of this critical mass development is for the City to coordinate appropriate campaigns to encourage developers to undertake revitalization and complete new construction for the District. This revitalization will be in specified development areas. Funding must be secured from HUD for housing and services in the area and further work in the residential area. This neighborhood should be made into an area of safe and affordable housing for the District residents, close to the beach and to employment services and shopping. Existing commercial support

IMPLEMENTATION SCHEDULE		PHASE I	PHASE II	PHASE III	PHASE IV	PHASE V
GENERAL CITY POLICES						
TARGET AREA I						
TARGET AREA II						
TARGET AREA III						
TARGET AREA IV						
TARGET AREA V						

networks should be reinforced with improvements and outdoor amenities that enhance the desirability for visitors to live in this area.

Phase I will continue the critical mass development in the Ocean Drive area while also continuing a program of feasible residential projects in the District's commercial areas. The Lincoln Road

outdoor sculpture gallery will be developed to promote the Art Deco theme of the mall. Continued parking for Henry Fair will entail preparation of design guidelines and measures for development proposals.

The 23rd Street section of the Museum Area is a wedge edge of the District and prime location for new development. This could proceed as soon as development proposals are put forward by the City.

Phase II during year 3 will involve continuation and expansion of projects started earlier. Major projects related to this phase will include the street improvements for Lincoln Road and Cooper Way. From here, both ways should be able to give a clear guideline of their merchant organizations. They'll all be ready to go into construction by the end of Phase II. The City could also initiate the fishing pier as a recreational open space amenity.

Phase IV and V will extend and further develop all of the previous efforts. By this time, the District's identity will be strongly reviewed, and there will be a focus on creating a public building. Private development will continue in all target areas, resulting in a greater balance and resulting in more diverse uses. Residential developments will continue to service the existing population needs, and the important balance between visitor and housing will be maintained throughout implementation of the Plan.

### IMPACT OF THE PLAN

The impact of this plan will become evident within the first year of implementation. As development proceeds, the public and private sectors will benefit. The impact will be felt in three distinct and dramatic ways. There are three principal areas of impact. These relate to the facilities identified earlier and to the goals and objectives established to convert these facilities into assets. These areas of impact are physical, economic and social.

#### PHYSICAL IMPACT

First and foremost, the Preservation and Development Plan will restore the natural environment of this significant coastal district. The landscape will feature a dominant feature of the quality. Lush tropical gardens and parklands will again abound. Ocean breezes will refresh the visitors as they stroll along the restored beachfront, enjoying the picturesque views of ocean and streetscape. Topical gardens and imagery will restore the island with a distinct sense of a faraway place.

The rich architectural heritage unique to the District will be a focus and highlight of the sensory. Classic and Mediterranean Revival architecture will be preserved and brought back to their former grandeur. Responsive remodeling will be required for more sympathetic restorations, and new MR projects will enhance their historic neighbors with complementary forms and materials. New design will respect the continued growth and progressive outlook of the District, and the reimagining of new and old will stimulate an awareness of regeneration.

The quality of life will be dramatically improved through the creation of a pedestrian oriented environment. In contrast to "single-use" zoning experiences, such as a city or one of the major hotels in the Area, visitors to the District will become fully immersed in a neighborhood setting. This setting will occur fully in the heart of the 1930's when the signature sea, sun, sand and palm trees will be restored. There will be no parking, not only in the mall, but also in the surrounding areas. The quality of life will be improved through the restoration of the building but is a trend improvement, such as lighting fixtures, paving patterns and park benches. Altogether, as a place to live or visit, the District will be pleasant and comfortable, a world of its own.

The economic impacts created as a result of upgrading and redeveloping the Art Deco District are both "direct" and "indirect," in terms of benefits for the economy of Miami Beach. The revitalization program, which will extend over a period of five years, will generate hundreds of construction industry jobs for area residents. Also, as each revitalized project is completed, hundreds of additional jobs of various categories and classifications will be generated. These new permanent jobs will

#### SOCIAL IMPACT

The revitalization of buildings and entire blocks within the District will result in improved commercial facilities and housing resources. This, in turn, will increase property valuations and generate corresponding increases in real estate tax revenues for the City of Miami Beach.

A national case study of urban revitalization impacts of preservation in historic districts was published by the National Advisory on Historic Preservation in 1979. The Contribution of Historic Preservation to Urban Revitalization revealed considerable economic impact resulting from the physical improvements. The study also found impacts over long periods of time (3 to 15 years) in historic districts in Alexandria, Galveston, Savannah and Seattle with the following conclusions:

1. The increase in retail sales ranged from 25 percent to 125 percent.
  2. The increase in property tax value ranged from 11 percent to 43 percent.
  3. The increase in property tax revenue generated ranged from 2 percent to 49 percent.
  4. There was a substantial decrease in crime.
5. Public revitalization efforts resulted in private investment in the area ranging from \$4 million to \$80 million.
- The revitalization of the Art Deco District can be expected to generate these volumes of impacts as well as a factor in increased tourism and visitation to the City with the resultant increase in out-of-town expenditures introduced into the local economy.
- As a result of increased tourism and visitation encouraged by the upgrading of hotel resources, Miami Beach will obtain greater revenues from the hotel room tax, liquor, four percent local occupancy and other taxes (increased tourist expenditures).
- The value of many thousands of additional tourists, convention delegates and other visitors resulting from an improvement in Miami Beach's reputation as a major resort and recreational playground will generate millions of additional dollars to be pumped into the local economy annually. These dollars represent increased expenditures in local private restaurants, retail outlets, entertainment facilities and other establishments.

These expenditures will have a "multiplier effect" that is, every new dollar expended will generate between 2.0 and 2.2 times that amount in additional expenditures. Much of these dollars will be spent by shop owners and employees, etc.

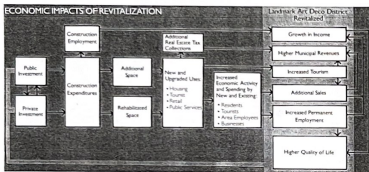
#### SOCIAL IMPACT

The District will be a better place to live, a better place to visit and a more supportive social environment. Many of the development proposals on the District's current rezoning applications and will directly improve their living conditions. Housing stock will be improved and made safe for elderly residents. Congestion from the use of vehicles will be reduced. The services and medical and commercial support care which the residents require. Neighborhood settings will be improved resulting in more pleasant and safe places to live.

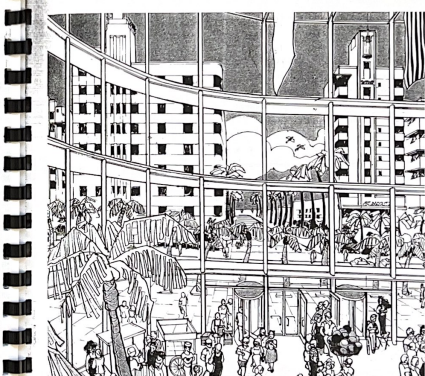
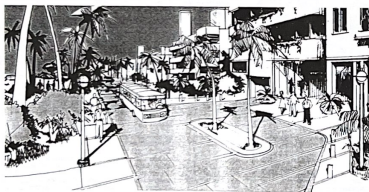
As tourists and younger families increase among the population, the Plan will accommodate these groups in terms of housing, recreational and commercial needs in a way which is harmonious with the lifestyles of the older population. The objectives and goals of the District will be limited to the residents. The lifestyle and culture of the residents will be mixed with those of the tourists, all within the same structure and thereby atmosphere which has continued to attract people to Miami Beach and which by its nature, inherent character fosters this sense of community. As physical, social and economic activities increase, an increase in community pride will be generated. Street scenes, which have deteriorated recently, should improve in the direct proportion to new pride and activity in the District.

Revised cultural and commercial centers will stimulate the outdoor environment for residents and visitors alike. Cottage industries can be created to serve many of the daily acts of sewing, stitching and tailoring in which the residents are well-versed. This would have the double benefit of providing meaningful activity for residents and training a new generation in these crafts. There will be more to do, more to see and in general, the District will be a more exciting place to live.

Miami Beach will support its image as a family social community as a direct result of the Preservation and Development Plan. The social impact is directly measurable on the physical and economic impacts. The Plan has been designed with a sensitive awareness to the social needs and concerns of residents and visitors. The significant social components of Miami Beach, the elderly, the young, Latin immigrants and the tourists, can be accommodated within the Plan and indeed will contribute to the revitalization of this unique environment.



Public improvements will enhance the quality of life for residents and visitors.



#### CONCLUSION

The Preservation and Development Plan presented in this study contains fresh and exciting elements which can assist the City of Miami Beach and its Art Deco District in reasserting their role as one of the nation's foremost great communities.

Due to a reinvigorated tourist industry in South Florida, the Plan substantiates the potential for a vigorous tourist industry in the District and to expand housing opportunities and services which create a better environment for the production of arrived citizens.

The Plan supports existing community resources and builds upon them. The Plan does not propose to alter traffic patterns, does not displace residents nor demolish significant buildings. A strong case is made for co-existence among tourists and residents.

The preservation of the New Yorker Hotel must be assessed and the pattern of unnecessary demolition halted once and for all. The feasibility of new development has been demonstrated by concrete studies and those are included. More creative ownership techniques for existing residential buildings are needed to ensure an abundant housing stock for the elderly. Development incentives, bonuses or tax relief should be encouraged for development projects which include rehabilitation of existing buildings or which redeveloped parcels from former market uses in District districts.

Major programs proposed for 15th and Ocean Drive are crucial to the revitalization of the tourist industry and for a support of the residential community. Opportunities for new development can be integrated with the District's existing character, and at least three locations have been identified as starting points where new work can preserve and enhance the architectural heritage of the District.

But the development community, now vigorously engaged in demolition and structural renovation, must not be required to bear the burden of allowing course alone. A partnership of resources must be established with the public sector. The City of Miami Beach, from which creative leadership and vigorous marketing are essential to promote projects which support the goals of the Plan.

Miami Beach is at the crossroads of decision making. It must determine whether to take the lead in a dynamic program that will retain and preserve its unique built environment, while gaining compatible new development. The alternative is further erosion of its fabric and the loss of its major resources, producing a totally business and sterile environment.

The challenge and opportunity presented in the Plan for Miami Beach can only be met by the Art Deco District's major attention and create the foundation of a significant future.

## CREDITS

### PHOTOGRAPHY

All photographs in the report were taken by Robert E. Chouhain, AIA, except as noted below.

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