

THE CITY OF MIAMI BEACH

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OCEAN DRIVE:
A PLANNING AND URBAN DESIGN STRATEGY

Prepared by:

CITY OF MIAMI BEACH DEPARTMENT OF PLANNING

OCTOBER, 1984

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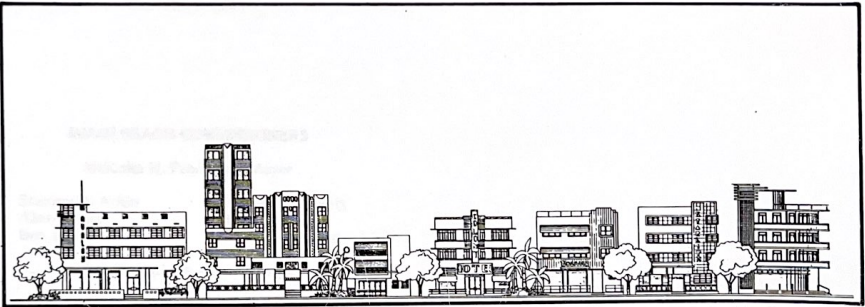
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OFFICE OF COMMUNITY DEVELOPMENT
CITY OF MIAMI BEACH
A PLANNING AND URBAN DESIGN STRATEGY
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CITY OF MIAMI BEACH DEPARTMENT OF PLANNING

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A PLANNING & URBAN DESIGN STRATEGY

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EXECUTIVE SUMMARY

This section presents a summary of the findings and recommendations by chapter as presented in the following pages. Although the reader is encouraged to read the entire report in order to fully understand the overall thrust of this document, this section does provide an outline of general findings and recommendations.

I. THE REVITALIZATION STRATEGY

The purpose of the Revitalization Strategy is to provide incentives for private property owners to substantially renovate their buildings, allow for the placement of outdoor recreational uses, cafes and restaurants, provide for pedestrian amenities to the streetscape and the expansion of Lummus Park. All of which are directed toward establishing Ocean Drive as a marketable, tropical historic resort area which attracts tourists, day visitors and residents.

Ocean Drive, at one time the cornerstone of the Miami Beach tourist industry, has been deteriorating for several years. However, as the nationwide interest in historic resorts increases, the historic buildings in its historic resorts are being renovated. In an effort to better understand this area and realize its potential, an "Ocean Drive Task Force" was created to meet with the Planning Department. Through these meetings and the Department's research, a revitalization strategy was developed which includes design guidelines for public and private sector improvements, incentives to spur private investment which together will result in the economic revitalization of Ocean Drive.

II. THE WAY IT WAS

The buildings along Ocean Drive represent a cohesive and generally uniform design theme at pedestrian scale. The existing structures and their relationship to the beach all result from their development within the relatively short period of time between the 1926 hurricane and the Second World War. The strict grid layout of the streets, the modest size of the hotels and apartment buildings and the prevalence of the Art Deco architectural styles reflect a changing trend in tourism geared to attracting the middle classes with a contemporary and efficient product. The changing economy and technology following the war resulted in another change in the tourist market, creating the large lavish hotels to the north, drawing tourists away from Ocean Drive.

The rapid development of Ocean Drive, resulted in a remarkable consistency of architectural style and scale. The contemporary architecture of the period, Art Deco, Streamline Moderne and Mediterranean Revival with the addition of a decidedly tropical/nautical motif, is repeated throughout the street creating the "sense of a place" commonly referred to as the Ocean Drive District. It is recognized throughout the United States that districts similar to Ocean Drive are extremely popular, offer a unique marketing opportunity and with the right economic incentives for the rehabilitation of historic buildings will lead to the recovery of Ocean Drive similar to Colonial Grove, St. John, New Orleans, and historic areas throughout the world.



III. CURRENT CONDITIONS

The area studied in this report includes Ocean Drive and Collins Avenue from 9th Street to 15th Street, an area of 38 acres. The land is typically platted into 50 x 130 foot lots with an average density of 195 units per acre. The predominant current land use is transient residential with occupancies ranging from one month to one year. The majority of buildings were constructed between 1925 and 1945 and are showing some signs of deterioration. The major open space within the study area is Lummus Park, a 26 acre beachfront park containing green spaces, walkways, an auditorium, and restroom facilities.

The typical resident of Ocean Drive is white, single, elderly and female. The majority of the resident population is foreign born, not in the labor force, with relatively low educational and income levels. Typical housing within the study area is smaller in both size and rent than the City average. The statistics create a picture of a closely knit urban neighborhood with a high dependence on local social, recreational, commercial and medical facilities.

Circulation within the study area is predominantly pedestrian with a higher influx of vehicular traffic on holidays and weekends, primarily due to the proximity of the public beach. Typical of both pedestrian and vehicular traffic, parking is limited. Presently, Ocean Drive contains less than half the number of parking spaces required by current standards. Due to the high cost of land acquisition and the undesirability of demolishing historic structures, it is unlikely that the number of parking spaces within the study area can be increased to meet current standards, a situation that is common to most historic districts and one in which does not hinder the success of such districts.



While being one of the critical elements in the special character of Ocean Drive, pedestrian activity is not provided for in the existing sidewalk system which is often too narrow, obstructed by signage and parking meters, and unprotected from the sun. Improvement of the pedestrian circulation system can relieve the stress placed on the limited parking facilities by encouraging people to walk more and park farther away. Increased pedestrian activity also provides more customers for the stores and restaurants throughout the area.

Numerous factors impact new construction and the renovation of existing buildings. Although none of these are prohibitive, they must be considered when planning any construction or new land uses in this area. These factors include the Miami Beach Zoning Ordinance which contains many regulations such as setbacks and parking not to effect when the majority of Ocean Drive buildings were constructed; the State Coastal Construction Control Line which requires an additional permitting procedure and regulations on coastal properties in Florida State ownership of the beach which impacts the degree to which this land may be used by private commercial concerns; the Miami Beach Beachfront Concession Plan which regulates commercial activities on the beach; Historic District Regulations which may affect what can be done to historic buildings; the placement of nearly all buildings south of Dade Boulevard (including Ocean Drive) on the National Register of Historic Places; environmental conditions which can be harsh; and require the use of special materials and construction techniques; public utilities which may not be adequate to meet significant increases in use and population; and the financial capability of the City and private property owners to fund the improvements to Ocean Drive and Lummus Park.

IV. THE POTENTIAL FOR CHANGE

Years of underinvestment, neglect, and diminishing markets have left Ocean Drive struggling to find new markets and investment opportunities. Recent market analysis shows there can be a demand for approximately 800 to 1000 of Ocean Drive's 2,079 hotel rooms if they are properly renovated, moderately priced, and promoted to the right market. This market consists of collectors and admirers of Art Deco, visitors living in the northeastern corridor, Europeans, Latin Americans, students, particularly the college spring break market, cruise ship passengers, segments of the traditional Miami Beach market, commercial travelers to Miami, and attendees of small conferences. These markets should provide sufficient demand for renovated hotel rooms to operate at a 70% occupancy rate if enough properties are renovated to form a proper setting and atmosphere. It is recommended that renovation include or be accompanied by additional amenities in the hotels including restaurants, specialty stores, limited recreational facilities, enlargement of rooms, and conversion of some hotel programming to full residential use. Public investment should address streets, sidewalks, and the park reprogramming of Oceanfront Auditorium as a concession station area for active and passive recreational facilities in Lummus Park. Improvements to Lummus Park will enable this facility, together with the beach and the night life along the street to function as a recreational amenity by serving residents, day visitors, and tourists, and allow for special events programming. The City shall also provide assistance to property owners and other investors looking to improve properties on Ocean Drive.

The Ocean Drive location, its proximity to the beach and commercial corridors, offers an attractive potential for apartment/condominium units in rehabilitated historic structures and limited new



construction. Two hotel conversions, the Waves and the Locust have proven to be very popular. This analysis indicates a demand for 800 to 1000 renovated hotel rooms, the lowest between 1920 and 1950 units. This number includes existing apartment units on Ocean Drive available for expansion into apartment units.

V. IMPROVEMENT PROGRAM

Ocean Drive possesses a combination of setting, architecture, and activities unique in South Florida. With the proper public improvements and private investment, Ocean Drive can be an economically attractive tourist-residential-entertainment-recreation mixed use district. A critical point is not to destroy these elements existing on Ocean Drive which give it special character while making these improvements.

Recommended public improvements on Ocean Drive include resurfacing and improving the streets, curbs and gutters, sidewalks and alleys, as well as providing new lighting and signage. To order to take advantage of the recreational opportunities, plans to revitalize Lummus Park and extend the Beachfront Park and Promenade (at grade) have been included. Other related amenities, such as decorative paving, expanded sidewalks, tropical landscaping, convenient and inviting street furniture, are intended to beautify the area and enhance the pedestrian recreational entertainment experience. All of these improvements will be made consistent with the goal of supporting the existing scale, character, and architecture of the district, thereby contributing to the area's revitalization. In addition, zoning will be modified to allow for outdoor cafes, restaurants, and specialty shops only upon the substantial renovation and rehabilitation of buildings. Of special importance is the expansion of the Ocean Drive west sidewalk, this will encourage pedestrian activity and allow restaurants and cafes established in the hotel lobby

and terraces to spill onto the street creating a lively, entertaining atmosphere. In order to ensure this atmosphere remains pleasant it is recommended that service and delivery vehicles be restricted to the alley.

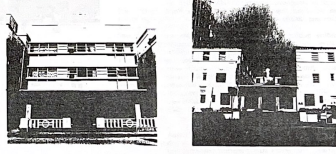
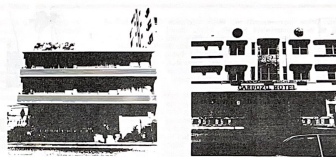
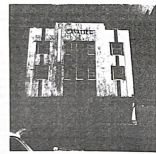
In addition to the pedestrian and vehicular improvements, it is recommended the City permit on a concession basis the operation of rickshaw type foot-powered, human-powered vehicles on Ocean Drive and within Lummus Park. It is further encouraged that the route be expanded to include Washington Avenue, Lincoln Road, the Convention Center Area, beach and dunes. These types of vehicles are often found in districts similar to Ocean Drive, and add to the flavor and nostalgia of the area if properly designed and operated.

It is recommended that Oceanfront Auditorium located at 10th Street and Ocean Drive be reprogrammed to serve as a full range recreation center which can accommodate the Beach Patrol, tourists, recreational amenities, provide entertainment needs, and serve as a base of operations for concessions and special events. This facility and Lummus Park together can provide many of those amenities and opportunities found within the larger hotels to the Ocean Drive visitor and resident in addition to a full range of beach-related activities.

In analyzing the many alternative vehicular circulation systems, it is recommended that the existing system of two way traffic with a parallel parking lane on each side be retained. Due to the widened sidewalk, it will be necessary to relocate the right of way approximately 7 ft. into Lummus Park. It is recommended that vacant lots or properties with non-contributing structures not located on Ocean Drive be acquired for parking lots. In order to preserve the pedestrian streetscape it is necessary to restrict the size of the parking lots to no more than two to three

platted lots. The provision of additional parking for Ocean Drive could be accomplished by acquisition and development of property by property owners for their own use or by the City for public use, or by lease agreement with new office construction projects to utilize their parking during weekends and evenings.

As the quality of the historic architecture within the study area is a critical factor in the special character and revitalization opportunities of Ocean Drive, it is recommended that guidelines be adapted which would regulate the visual appearance of improvements made to these buildings. The basis of the recommended guidelines is the "Secretary of the Interior's Standards for Historic Preservation Projects". These standards are recognized and used throughout the country, in particular by the Federal Government in evaluating projects for tax credits and by the Miami Beach Historic Preservation Board in reviewing requests for alteration of designated properties. The standards, while recognizing the need to update and improve properties, protect those elements important to a building's character and architectural significance.



In order to assist private investment in Ocean Drive hotels and apartments, it is recommended that the zoning ordinance be amended to eliminate the minimum room number as a criteria for accessory uses. Allow retail, entertainment, meeting facilities, restaurants or cafes as permitted uses with approval by the Zoning Board of Adjustment Development Impact Committee. Expand the list of permitted uses, allowing for limited specialty retail shops. Establish minimum yard and new F&Z regulations. Include the study area in the Design Review Board's jurisdiction and designation by the City Commission of the study area as a local historic district. The Board of Adjustment Development Impact Committee would be formed to ensure that applicants seeking to take advantage of these zoning incentives demonstrate substantial renovation, parking provision and assurance of funding.

In order to encourage the rehabilitation of existing structures, removal of non-conforming buildings, and the addition of appropriate new construction and needed recreational amenities, a block development program is recommended. The program encourages the assemblage of lots while the entire project is to be considered by the Board of Adjustment Development Impact Committee in order to insure the overall project includes the necessary public investment and that it will affirmatively impact the area.

Additional quality assurances for Ocean Drive would involve a revision of the City's Licensing Code Manual which would list specifically those types of uses in the recommendations of this report. In addition, an Ocean Drive Business Association should be formed to act as a liaison with public and semi-public agencies which impact Ocean Drive. The Association would be essential in development and enforcement of a Business Code of Ethics and act as a catalyst in ensuring that the revitalization of Ocean Drive occurs according to plan.

VI. PLAN IMPLEMENTATION

The public improvements recommended in this report represent an approximately \$3.6 million investment. In order to implement these improvements, a combination of City, County, State, Federal and private sector funds must be utilized. It is estimated that the City would be responsible for 20% (Fiscal 2000 Bond issue and Community Development funds), the State share would be 25%, and the private sector would be responsible for 23% through the establishment of a special assessment district. Other funding sources, such as State highway funds, are being investigated.

The Ocean Drive improvements will occur in phases. Phase I, to be accomplished by July 1983, should include the improvements to Lummus Park and establishment of the funding mechanisms for Phase II. The second phase, to be accomplished in mid 1987, should include improvements to the streets, sidewalks, lighting and landscaping. Phase II should also include the extension of the Beachfront Park and Promenade.

In addition to the proposed public improvements, this report encourages private investment to improve the private properties on Ocean Drive. To assist the investor it is recommended that the following programs be developed: a revolving loan fund for commercial revitalization, Urban Development Action Grants (UDAGs), rehabilitation tax credits, SBA 504 loan program, tax incentives for Enterprise Zone business, Industrial Revenue Bonds (IRB), Community Development Block Grants and other programs such as the Multi-Family Residential Rehabilitation Program, private foundations such as the Loan Incentive Support Corporation of the Ford Foundation and facade easement programs.

In expending public funds for the improvements on Ocean Drive, the City expects a significant return in private reinvestment. Market analysis has shown the potential for reinvestment on Ocean Drive is significant. Analysis indicates that the total private investment potential for renovated hotel rooms/apartment units on Ocean Drive could equal between \$50 - 78 million. If Ocean Drive were fully renovated, annual taxes generated could be between \$40,000 and \$70,000 (calculated at the FY 1989 rate), and 1000 new jobs could result.

A revitalized Ocean Drive would provide significant private sector investment, tax generation and job opportunities. This area's strong market potential and attractiveness make it an important and significant sector of Miami Beach.



CHAPTER I : REVITALIZATION STRATEGY

Key Points

There is a nationwide re-discovery of historic resorts.

Ocean Drive possesses a unique combination of historic architecture, the ocean, and tropical climate.

Revitalization will occur through public and private sector re-investment in Ocean Drive.

A. PURPOSE OF THE PROGRAM

At one time, Ocean Drive was a vital part of the local tourist economy as well as the cornerstone of the nation's premier tropical resort. Over the years, Ocean Drive has deteriorated and become economically inefficient. However, some of the factors which led to the decline of Ocean Drive may today signal its return as a major tourist destination and residential area. There is a nationwide re-discovery of historic districts and, in particular, historic resorts. Ocean Drive and the surrounding area can participate in this trend. Ocean Drive provides a combination of amenities, including historic architecture, the beach, Lummus Park, and tropical climate, which is truly unique. As such, this area, with the proper design, development guidelines, and incentives will once again be the spark that leads to the re-discovery and revitalization of the entire City.

The development program contained in the following pages provides guidance for the physical and economic revitalization of Ocean Drive. Specifically, the strategy is to take advantage of every opportunity in order to revive the activity and vitality once associated with Ocean Drive. The objective is to attract new tourists, visitors, and residents to the area which will lead to substantial reinvestment by the private sector based upon demonstrated public improvements in the streetcape and Lummus Park. This can be accomplished by first understanding the area's physical setting, architectural heritage, and function within the Architectural District and the City as a whole. This understanding must then be translated into a planned program of improvements, preservation, and promotion.

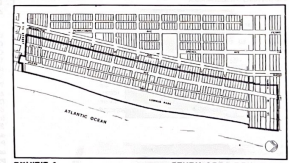


EXHIBIT 1 STUDY AREA BOUNDARY
In order to better understand Ocean Drive, the surrounding area was also studied; however, Ocean Drive and Lummus Park are the primary subjects of the revitalization program and recommendations contained herein. The study area of this report is shown in Exhibit 1.

B. PLANNING FRAMEWORK

As a first step, in order to provide direction for the preparation of the plan, a series of goals, objectives and guidelines were identified and presented to the public for their review. These guidelines were developed with the participation of the "Ocean Drive Task Force", a group of property owners, citizens, and others actively involved in Ocean Drive. This group met with the Planning Department staff to discuss and review the program as it was developing. Numerous ideas, recommendations, and important guidance came from these citizens and have been incorporated into this program.



C. RELATIONSHIP TO THE COMPREHENSIVE PLAN AND YEAR 2000 PLAN

In accordance with the State's Local Government Comprehensive Planning Act of 1973, the City's Comprehensive Plan establishes an overall framework within which public decisions regarding planning and development issues are addressed. The City is presently updating this Comprehensive Plan within a community-based neighborhood approach, called the Year 2000 Plan. The "Ocean Drive Planning and Urban Design Strategy" is a detailed study of an area, which requires additional in-depth review than could be included in the Year 2000 Plan. As such, this Ocean Drive Plan is the derivative of the neighborhood based Year 2000 Plan which instructs the City and private investors on the implementation of the goals, objectives, and programs found in the Comprehensive Plan.

D. PLAN FOUNDATION

Background data utilized in the preparation of the document were obtained from a number of public and private sources which were analyzed as a collective body of work, updated, and tested. Of particular importance are:

1. Anderson, Notter, Finegold, Inc., Miami Beach Art Deco District, January, 1981.
2. David Planner and Associates, Inc., Traffic, Circulation and Off-Street Parking Facilities for the City of Miami Beach, 1983.
3. Paineel, Kerr, Forster, Overview Study of Potential Market Demand for the Revitalization of Ocean Drive Hotels Located in the Art Deco District of Miami Beach, January 1984.

Key Points

Citizen involvement was used in formulating Plan.

Maintain consistency with the City's Comprehensive Plan.

CHAPTER II: THE WAY IT WAS

Key Points

Built primarily in the 1920's and 1930's, the Ocean Drive hotels were designed to be modern, efficient and responsive to their oceanfront setting.

As technology advanced and more elaborate hotels were constructed further north, Ocean Drive declined as a tourist center.

A. HISTORICAL PERSPECTIVE

The development pattern of southern Miami Beach in which Ocean Drive is located is the result of several distinct factors at work: the physical setting of the area the ideas and ambitions of its original developers and the fluctuating economic conditions of the country and the community.

In the early 1920's the Lummas Brothers and their Ocean Beach Realty Company were responsible for plating the property east of Washington Avenue between 6th and 10th Streets into a strict grid with relatively small 50 x 150 foot lots. A short time later, Carl Fisher's Altus Beach Realty platted the area north along "Millionaires Row" where mansions owned by Harry Finestone and others would soon line Collins Avenue.

Despite their proximity in time and place, the Lummas and Fisher had widely divergent development philosophies. Fisher envisioned an exclusive resort for the wealthy seasonal residents, similar to Palm Beach. Accordingly, he generally platted estate-sized lots and curving streets. The Lummas were not as discriminating, developing their properties for sale to the middle-class either as single family homes, apartment buildings, or rooming houses. The result of the Lummas efforts is evident in the density, siting and layout of the buildings in South Beach and Ocean Drive area, with the small rectangular lots laid out on a strict grid street system.

Ocean Drive exemplified Miami Beach's shift to the middle class market following the Hurricane of 1926 and the Great Depression. By the mid 1930's, a large number of three and four story Art Deco and Streamline Moderne hotels were being built. These buildings, in both their design and use of



space serve as a reminder of the necessity for efficiency dictated by the economics of the period. This period of building lasted until the Second World War.

The expanding economy, developing technologies, and changing tastes of the 1950's and 1960's altered the pattern of use and development on Miami Beach. The advent of air travel, air conditioning and other modern conveniences helped bring about the development of large, lavish highway hotels which quickly diverted the tourist market from Ocean Drive and Collins Avenue's smaller, older oceanfront hotels. Ocean Drive's modest functional Art Deco hotels could not compete with the opulent showplaces constructed to the north.

Specifically, Ocean Drive declined as a tourist destination. As a result, the only available market for the older hotels was to attract an elderly or somewhat transient group of permanent and seasonal apartment dwellers, a role they have maintained to the present time.

Classical Architecture Style
Mediterranean Revival
The Wynn Hotel
1925 Ocean Drive



- Notes:
1. Tall and slender columns
 2. Portico (colonnade)
 3. Balustrade (balcony)
 4. Pediment

"Art Deco"
The Biltmore
1925 Ocean Drive



- Notes:
1. Strong vertical emphasis
 2. Geometric and linear forms
 3. Verticality
 4. Flat roofs
 5. Extensive glass

"International Modernist"
The Carlton
1929 Ocean Drive



- Notes:
1. Horizontal emphasis
 2. Horizontal bands
 3. Flat roofs
 4. Materials

EXHIBIT 2

B. ARCHITECTURAL HERITAGE

The visual image of the Ocean Drive District is imprinted with architectural styles commonly grouped under the category of Art Deco. The area was planned and developed as a resort mecca and built-up in a relatively short period of time. The result is visual cohesiveness and a high concentration of distinct resort architecture typical of the fashionable style of the 1920's period. The overall site development and layout of structures was influenced by the proximity to the park and the ocean, a visual image associated with the Mediterranean coast, unique in the United States and the buildings were clearly designed to take advantage of the beach. This development and architectural pattern is what makes Ocean Drive an exciting and unique opportunity.

The term Art Deco has become synonymous with the many different architectural styles of the 1920's. These include Moderne, Streamline Moderne and Depression Moderne. In many Miami Beach buildings, numerous styles were combined with each other as well as with elements of other popular architectural styles of the same period such as Mediterranean and Colonial Revival.

In brief, the Art Deco style was the contemporary architecture of the 1920's. This period represented a break with the predominantly classical architecture prevalent throughout Dade County in the 1920's (see Exhibit 2). As with the Post-Modern movement of the 1960's the Art Deco style incorporated classical themes (such as Egyptian and Mayan) in a thoroughly modern context. Common elements of the early Art Deco style are a strong verticality, angular forms, ornamentation in relief, and symmetry of concentration (see Exhibit 2).

Key Points

Because Ocean Drive was developed within a relatively short period of time, there is a remarkable consistency in scale and architectural styles.

The majority of buildings are in the "Art Deco" style.

Key Points

Many of the Ocean Drive buildings show a tropical or seaside motif which enhance the resort image.

Ocean Drive (6th to 15th Street) is contained within the Miami Beach Architectural District and is listed in the National Register of Historic Places.

In the later streamline buildings, there is a strong industrial influence in the use of materials such as chrome and glass blocks. The building forms are rounded and simplified similar to the aerodynamic design of automobiles, trains and airplanes of that time. There is a simplification of ornamentation in the form of raised banding (folded racing stripes) which takes the place of elaborate friezes seen on earlier buildings. The streamline buildings, while still possessing a strong vertical emphasis utilize more horizontal elements in their design (see Exhibit 2).

The Miami Beach buildings of the 1920's have several elements in common which result in an overall category referred to as Tropical Deco or Miami Beach Deco. These elements utilize tropical and nautical symbols which reinforce the popular image of the seaside resort. Palm fronds, fish, flamingos, and waves were popular subjects for building ornamentation as were port hole windows and ship-like pipe railings. Of a more practical nature, the cantilever window shades called "eyebrows" and the deep, covered terraces which create a uniform street scale are well designed for the local climate. Another frequently used element is the elaborate fascia, or crowning ornament, present on several buildings on Collins Avenue, which presents a futuristic image implying that Miami Beach in the 1920's was not only a tropical resort but a thoroughly contemporary one, relatively untouched by the depression which gripped the rest of the country.

The Miami Beach Architectural District, listed on the National Register of Historic Places, represents one of the largest concentrations of resort architecture in the nation. Ocean Drive and Collins Avenue comprise the major concentration of commercial hotels in the district. This concentration and consistency of style, scale, and use is highly significant from a historical perspective, even more so than the condition and current use of each individual building (see Exhibit 3). These remains, on Ocean Drive in particular, an encapsulated segment of Miami Beach's history, culture, and prime resources. Through these buildings one can understand the origins and development of the tourist industry and the city.

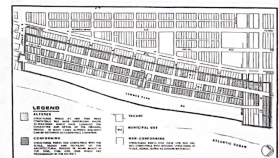


EXHIBIT 3 HISTORIC ARCHITECTURAL SURVEY



CHAPTER III: CURRENT CONDITIONS

Key Points

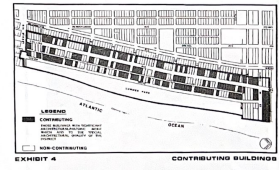
Architecturally and historically contributing buildings are eligible for Federal Tax Investment Credits.

Most buildings occupy a single 50 x 130 lot.

A. CHARACTER AND CONDITION OF THE STUDY AREA

The Ocean Drive Study Area encompasses 38 acres, located between the Atlantic Ocean on the east and Collins Court on the west, and between 25th Street and 150th Street on the south and north respectively. With the exception of properties south of 46th Street, all of the Study Area is within the Miami Beach Architectural District and automatically is listed on the National Register of Historic Places. This means that contributing buildings (those of architectural and/or historic merit. See Exhibit 4) are eligible for Federal Tax Investment Credits.

There are approximately 56 buildings on Ocean Drive between 36th Street and 150th Street. The majority of these structures were built between 1925 and 1945 and are characterized as low rise Mediterranean and Art Deco. The land is platted into lots which average 50 x 130 with most buildings occupying a single lot. Although the individual buildings are small in terms of height, this area is the most densely developed area in the City, averaging 195 units per acre.



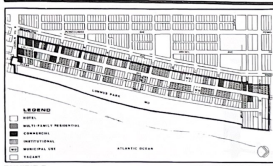


EXHIBIT 5 EXISTING LAND USE

The predominant land use (see Exhibit 5) is transient residential, which includes apartments, rooming houses and residential hotels. Occupancy of these units generally ranges from one month to one year. Kitchen facilities have been added to many hotel units to serve the transient residential population. The hotel's first floor lobbies, open porches and patios, serve as meeting and congregational spaces for the residents.

For the most part, buildings typically show some signs of deterioration, however, this does not automatically mean that these buildings are structurally sound. Rather, the exterior appearance indicates frequent signs of settling, peeling, cracked and peeling plaster, deteriorating wood window frames and doors. These conditions are typical, and indeed far less severe, than those present in most historic districts prior to rehabilitation. Upon closer examination, many buildings are in need of substantial renovation work in terms of plumbing, electrical and mechanical systems and, in some cases, structural reinforcement is required.

Lummas Park, located on Ocean Drive, is the major public open space and meeting place for the area's residents. Seating areas and shaded walkways along the five-acre park provide a pleasant and restful outdoor environment for the residents. Oceanfront Auditorium at 10th Street provides organized activities which are oriented towards an indigent and elderly clientele in addition to providing limited space for the Beach Patrol. As a general statement, Lummas Park is a heavily utilized facility which serves a multitude of purposes and age groups.

Key Points

The predominant land uses are apartments, rooming houses, and residential hotels.

Many buildings show signs of deterioration.

Lummas Park is the primary recreation and open-space.



Key Points

The typical Ocean Drive resident is white, single, elderly, and female.

Residents are highly dependent on local service and social, recreation, and medical facilities.

Current housing on Ocean Drive is smaller with lower rents than the City average.

B. RESIDENTS

Ocean Drive residents are predominantly white, single, elderly and female. Demographic data, presented in Table VI, show an even greater concentration of these traits on Ocean Drive than in the rest of the study area or the Flamingo neighborhood in which it is located. The neighborhood population statistics (U.S. Census Tracts 42, 43, 44 and 45, also called "South Beach") reflect other conditions which are present in the Ocean Drive area. A majority of the population is foreign born and speaks a language other than English at home. Most of the neighborhoods foreign speaking population have either a Hispanic or Eastern European background. Most of the adult residents are not in the labor force. The percentage of high school graduates (43.3%) and the neighborhood's per capita income (\$3,948) are relatively low (1980 census data).

C. HOUSING PROFILE

The condition and characteristics of the Flamingo Neighborhood's housing closely reflect the economic and social status of Ocean Drive. The majority of the housing in the entire area consists of small, older rental units with below average rents. This condition is demonstrated in the area's 1980 census statistics. As seen in Table VII the average number of rooms per unit is 1.8 as compared with a City-wide average of 2.7. Similarly, the average monthly rent is \$194 per month while rents average \$228 on a City-wide basis.

TABLE VI
1980 CENSUS
GENERAL POPULATION CHARACTERISTICS

	Ocean Drive	Study Area	Flamingo	City, 1980
White	86.2	81.4	76.1	80.8
Black (NAI)	13.8	18.6	23.9	19.2
Hispanic	19.7	22.2	29.0	22.1
Foreign	16.7	20.4	26.1	22.1
Male	50.1	49.5	48.1	49.5
Female	49.9	50.5	51.9	50.5
Population 65 and Over (as % of Total)	21.1	18.7	15.1	18.7
Population 18-24 (as % of Total)	11.1	12.1	14.1	12.1
High School Graduates (as % of Total)	43.3	48.1	51.1	48.1

Source: U.S. Census of Population, 1980
U.S. Census, Neighborhood Statistics, 1980

TABLE VII
1980 CENSUS
GENERAL HOUSING CHARACTERISTICS

	Ocean Drive	Study Area	Flamingo	City, 1980
Average Housing Expense of Small Units (as % of Median Family Income)	83.1	79.9	77.2	84.2
Average Rooms per Unit	1.8	2.1	2.2	2.7
Average Monthly Rent	194	211	228	228
Average Household Size	1.76	1.78	1.74	1.74

Source: U.S. Census of Housing, 1980
U.S. Census, Neighborhood Statistics, 1980

These statistics present a picture of a tightly knit urban neighborhood inhabited by elderly single persons concentrated in the eastern portion and younger, hispanic families generally in the western portions. Both groups tend to be poorer and less educated than the average population City-wide and County-wide. They are living in smaller, older housing units and are less likely to have heat, central or unit air conditioning, telephones and automobiles. They are more likely to be non-working and have a greater dependence upon public transportation. Thus, they tend to rely more on local services, social, recreational, shopping and medical facilities.

D. TRAFFIC AND CIRCULATION

1. Vehicular

Ocean Drive is a two way street, 40 foot wide with a 33 foot overall right-of-way. The street accommodates two traffic lanes, and two lanes of parallel parking. In addition there are two sidewalks, a 5 foot sidewalk on the east side of the street, and a 10 foot sidewalk on the west side of the street. The east sidewalk is adjacent to Lummus Park and extends from Biscayne Street to 15th Street.

The Ocean Drive area is easily accessible from other parts of the City and Dade County (see Exhibit 4). The primary regional connection is the MacArthur Causeway (I-95) which enters the City at the intersection of Alton Road and 5th Street. This causeway is the second most used entrance to the City, and with the onset of development in South Pointe, it is anticipated that it will become an even more critical component of the circulation system of the entire area. Local access to Ocean Drive is provided by 5th Street from the South and by 15th Street from the North. The East-West cross streets also serve as entry points from Collins and Washington Avenues. The only traffic lights on Ocean Drive are at 5th Street and 15th Street.

Due to the predominant pedestrian resident population and the local service function of the street, vehicular traffic is light during the week and on-street parking is abundant. As is typical of roadways which provide beach access, Ocean Drive's traffic and parking demands peak on weekends and holidays. In addition to on-street parking spaces, some private off-street parking is provided by a few apartments and hotels.

Key Points

There is convenient access to downtown and major expressways.

Vehicular traffic is normally light but peaks on weekends and holidays.

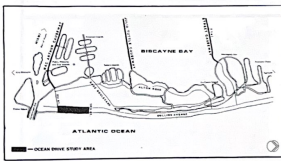


EXHIBIT 6 GEOGRAPHIC LOCATION

Key Points

Few buildings provide off-street parking.

There are approximately 270 metered parking spaces in the study area.

The study area is highly pedestrian.

Sidewalks in the study area need to be made responsive to pedestrian needs.

However, most structures on Ocean Drive were constructed prior to the establishment of parking requirements or the popularity of private parking. There are three (3) off-street municipal parking lots on Collins Avenue between 15th Street and 11th Street and one on Ocean Drive between 15th and 11th Streets. There are approximately 867 total available metered spaces in the study area. This is insufficient in terms of the required parking under the present ordinance which would require 2,263 spaces (Table 70).

As a result of the anticipated revitalization, rehabilitation and new infill construction on Ocean Drive, both on and off-street parking facilities will experience an increase in use. This is particularly important in terms of parking which, although necessary, is both expensive and potentially fear-active of the very elements of urban environment which make this area attractive and unique.

PARKING INVENTORY	
EXISTING PARKING:	
Off-street municipal parking	270
Off-street private parking	597
TOTAL:	867
REQUIRED PARKING:	
Peak	2263
Minimum	1132
Proposed parking	2263



2. Pedestrian

While pedestrian and bicycle traffic increases significantly on weekends and holidays, it maintains a steady flow throughout the week. This reflects the fact that the majority of residents within the study area do not possess automobiles (see Table 70) and walking is not only their principal means of transportation but an important recreational activity as well. This emphasis on pedestrian activity is an important element in the character of Ocean Drive and is unique in Dade County. The existing pedestrian circulation system does not sufficiently exploit this vital characteristic. The west sidewalks are only five feet in width and since it also includes street signage, light poles, and parking meters, the actual usable sidewalk width is approximately two feet. This, combined with a lack of shade, does not encourage an increase in pedestrian activity a major public amenity that needs to be provided if Ocean Drive is to be a successful area.

The sidewalk on the east side of Ocean Drive is more frequently used due to its greater width and periodic shade provided by the trees in Lummus Park. Pedestrian activity on this side of the street, while enhancing the character of Lummus Park, does not encourage patronage of the Ocean Drive hotels and outdoor cafes.

The east-west cross streets, which link Ocean Drive to Collins and Washington Avenues, do not provide the comfort or the strong visual connections which would encourage more cross circulation between these commercial and tourist/recreation zones.

E. DEVELOPMENT CONTROLS

These include zoning restrictions which regulate land uses and open spaces; the State Coastal Construction Control Line which establishes construction standards geared towards the effects of hurricanes, State ownership of a part of the beach; historic district regulations, environmental conditions, and public utilities. The following explain each of these.

1. Zoning Ordinance

Within the Ocean Drive Study Area, there are three (3) zoning districts (see Exhibit 7). The MU District includes all municipally owned property such as Lummus Park and metered parking lots. The majority of privately owned property in the study area is zoned RM-123, Multi-family High Density. The purpose of RM-123 zoning is to encourage high-rise, high-density tourist lodging and entertainment facilities. The allowance of these entertainment facilities such as nightclubs and restaurants are limited to those buildings with 100 or more units. A small portion of the study area is zoned C-5, General Business district. C-5 zoning allows high rise residential, retail, and heavy services commercial development. The Zoning Ordinance also contains requirements for setbacks and parking. It is important to note that the existing buildings on Ocean Drive do not meet current zoning requirements and new construction which did meet requirements would be quite out of scale with the existing streetscape.

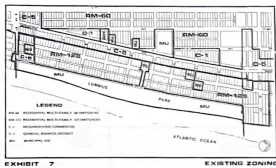


EXHIBIT 7 EXISTING ZONING

Key Points

Most buildings on Ocean Drive were constructed prior to zoning and would be unable to meet current requirements.

Key Points

Development on Ocean Drive is subject to Coastal Construction Control procedures and regulations.

Coastal Construction Control regulation make the rehabilitation of existing buildings often more practical than new construction.

2. Coastal Construction Control Line

The Coastal Construction Control Line (see Exhibit 8) defines that portion of the beach and dune system which is subject to severe fluctuations based upon a one hundred year storm event (the term used for a "worst

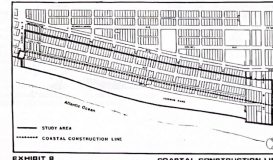


EXHIBIT 8 COASTAL CONSTRUCTION LINE

case" hurricane). The Coastal Construction Control Line calls attention to the special hazards and impacts associated with the use of coastal property. The State Coastal Construction Control Line regulations do not preclude all development or alteration of coastal property seaward of the line. Rather, the regulations place additional permitting procedures and controls upon construction seaward of the Coastal Construction Control Line in order to protect the beach/dune system and life and property along the oceanfront from the impact of hurricanes.

In May of 1981, the Department of Natural Resources, Division of Beaches and Shores, released its Coastal Construction Control Line for Dade County. This line traverses all oceanfront property within the City of Miami Beach, including all the properties fronting on Ocean Drive.

The adopted Coastal Construction Control Line program will have a strong impact upon the future development activity along Miami Beach's oceanfront. Studies have found that construction costs will increase by about ten (10) percent due to the establishment of this program. However, the Coastal Construction Control Line may also encourage the rehabilitation of existing structures, particularly if no substantial foundation alterations or additions are required. This would have a direct affirmative impact on revitalization activities within the Ocean Drive Study Area as new construction would be more costly than renovating existing buildings.

3. **State Ownership of the Beach:** All of the renourished (recently added by dredging) portions of the beach are owned and, to some extent, are under the jurisdiction of the State of Florida. In brief, it is the intention of the State to protect this beach and to insure that its use remains completely open to the public. It should therefore be assumed that no private individual may erect a permanent structure on this property for exclusive or primary use by themselves or their clientele. The City of Miami Beach has executed a Management agreement with the State which gives the City some control over the State-owned land including the authority to construct and maintain landscape improvements and public amenities, such as boardwalks and seating areas, to control recreation activities, as well as the responsibility to protect the property.



The adopted plan identifies those concessions which are permitted in each segment of beachfront. Within Lummus Park, these concession activities include the sale of food and/or beverages, and beach equipment rental. In order to obtain a permit for these activities, a concessionaire is required to obtain a City Occupational License and meet minimum criteria and operation standards. Concessionaires pay a flat fee plus a percentage of gross. Concession permits will be issued through the public bid process mandated in the City Charter.

Key Points

The beach must remain open for public use.

The adopted Beachfront Concession Plan ensures an orderly mix of concessions on the City's beaches.

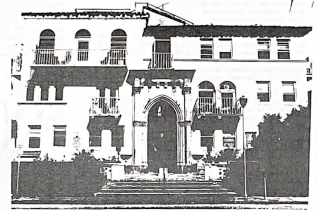
4. **Beachfront Concessions:** In October 1982, the City Commission adopted a City-wide Beachfront Concession Plan. The purpose of this was to enhance the recreation potential of the beachfront in an orderly manner, one which would provide revenue, quality assurance, a proper mix of activities, and protect the beachfront environment and the rights of the upland property owner.

Key Points

Review agencies use the Secretary of Interior Standards to ensure the architectural integrity of historic buildings during rehabilitation.

Salt resistant building and landscape materials should be used whenever possible on oceanfront properties.

5. **Historic District Regulations:** Should a property owner wish to take advantage of the Federal tax benefits or the incentives available through local historic designation (either as an individual site or as part of a district), the rehabilitation, renovation, new construction, or alterations would be subject to review and approval by City, State and/or Federal agencies. The primary concern of each of these agencies is that the historic and architectural character of the building be retained. Each of these agencies uses the "Secretary of the Interior's Standards for Historic Preservation Projects". The urban design guidelines discussed in the following chapter are based on these standards. Before beginning such a project, the owner and his architect should obtain a copy of the actual standards and discuss the regulations with the appropriate agency.



6. **Environmental Conditions:** In addition to these governmental regulations environmental conditions also effect development. Owners of property on Ocean Drive should be very careful to choose building and landscape materials which can withstand the high winds, salt spray and salt water intrusion which comes with the location. While owners can expect increased maintenance due to environmental conditions, selection of proper materials can reduce this cost over the long term.

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3. MARKET DEMAND POTENTIAL

The future market demand for new development on Ocean Drive consists of three distinct markets: hotel, residential and retail. To actively revitalize Ocean Drive each of the three markets will need to be maximized and a mixed-use environment consisting of rehabilitated, older buildings and new development will need to begin along Ocean Drive. The following is a summary of the market potential for these three land uses:

1. Hotel

A recent study conducted in March 1983 by Powell, Kerr & Forster on Ocean Drive hotels for the Miami Beach Development Corporation suggests that a market potential exists for approximately 800-1000 moderately priced hotel units along Ocean Drive. The same study suggested that these hotels would draw from seven distinct market segments:

- a. Students and collectors of Art Deco design;
- b. Traditional geographic markets (the northeastern United States urban corridor);
- c. International tourists, primarily European and Latin Americans;
- d. Stop-over tourists embarking or disembarking on cruise ships out of the Port of Miami;
- e. Segments of the traditional Miami Beach market for winter vacations;

- f. Commercial travelers to Miami, primarily those with a length of stay of three days or more;
- g. Attendees of small meetings and conferences.

The study goes on to say that these market segments would provide sufficient demand in renovated hotels to operate at a stabilized occupancy level of approximately 70 percent and at a moderately priced market rental rate. Table IV shows the size, seasonality and average stay of these various market segments.

TABLE IV
SYNOPSIS OF POTENTIAL DEMAND SEGMENTS
OCEAN DRIVE, ART DECO HOTELS

Market Segment	Highly Seasonal	Highly Stable	Percentage of Total Demand	Comments
Art Deco Student/Collector	High	Low	2-3%	Highly seasonal
Traditional Geographic Segments	High	Low	2-3%	Large potential market
International Tourists	High	Low	2-3%	Highly seasonal
Stop-over Winter Vacator	High	Low	2-3%	Seasonal market
Summer/Full Market	High	Low	2-3%	Current segment
Commercial Traveler	Low	High	2-3%	Current segment
Attendees of Small Meetings and Conferences	Low	High	2-3%	Current segment

Source: Powell, Kerr & Forster, "Overview Study of Potential Hotels Demand For the Revitalization of Ocean Drive Hotels, Toronto, Ont., p. 30-1.

(1) Greatly affected by seasonal events.
(2) Occupancy season dependent - a substantially low period in the area.
(3) Longer stays will gravitate toward the renovated oceanfront properties.

Key Points

There is a potential demand for 800 to 1000 renovated hotel rooms on Ocean Drive.

Key Points

More hotel renovations are necessary to provide the proper setting and amenities to make Ocean Drive successful.

There is still a need for affordable housing on Miami Beach.

It is the Planning Department's opinion that these segments will provide sufficient demand for renovated Ocean Drive hotel properties to operate at a profitable occupancy level of approximately 70 percent. This assumes that a sufficient number of hotels will be renovated along Ocean Drive to establish the proper setting and atmosphere of a renovated and improving area. It is important that a "critical mass" of renovated properties be established on Ocean Drive and that these properties provide the necessary supporting facilities and amenities to attract new hotel patrons. Further, it assumes that adequate public investment will be made in the area to improve the neighborhood's street, sidewalks, and park setting, and provide assistance to property owners and other investors looking to improve properties along Ocean Drive.

2. Residential

- a. Trends - Dade County and Miami Beach's housing market has gone through a series of "boom-bust" cycles in new construction and inventory. This has been most evident in the new condominium market where an estimated 6,400 unsold condominiums remained in the County's inventory in 1985. This was the highest number of unsold units since 1976. 1983 and the first half of 1984 provided a "cooling-off" period as interest rates declined, new construction tapered off and some of the unsold inventory was absorbed. However, a large inventory of condominium units still remain unsold. Despite the area's oversupply of condominiums, new population and household growth will result in a continued need for housing, particularly middle-priced units.

In the last two years, new residential construction has come to a virtual standstill. Most additions to the City's housing stock have been through conversion of apartments or hotel units to condominiums or rehabilitation of existing housing for moderate income residents. The MacArthur Hotel, the Waves Apartments, and the Locust Apartments are three examples of recent rehabilitation activity.

Although Miami Beach offers abundant and affordable apartment or condominium living opportunities, there is a substantial gap of affordable housing in the \$65,000-\$125,000 price range which is suitable for young families and professionals attempting to acquire their first home or expand into somewhat larger, but still reasonably affordable housing.

Miami Beach's housing stock increased by 13,000 units or 23.3% between 1970 and 1980, representing a net addition of 1,300 units annually. After allowing for vacancies, Miami Beach absorbed 1,010 occupied housing units per year between 1970 and 1980. Single family homes accounted for 39 percent of new units while multi-family units accounted for the remaining 61 percent.

b. Potential - The Ocean Drive area offers an attractive potential for new apartment/condominium units in rehabilitated buildings and in limited new construction. The area's proximity to the ocean and the Washington Avenue commercial corridor, and its convenient access to downtown Miami and the surrounding metropolitan area provides a competitive advantage.

As mentioned, there are currently 2,700 hotel and apartment units existing along Ocean Drive. A market has been identified for between 800-1,000 rehabilitated hotel units, leaving between 1,700 and 1,900 units eligible for apartment development. The creation of new apartments in rehabilitated buildings combined with new hotel units would create an attractive mixed-use environment for Ocean Drive that would result in a demand for increased recreational and retail investment opportunities.

New construction, where practical, should be oriented toward providing larger townhomes or garden style apartment units for larger families. Although, new construction is feasible, a word of caution is required. New residential construction anticipated in South Pointe may provide significant competition for Ocean Drive. Therefore, Ocean Drive development, in the first phase, should concentrate on renovation and conversion of selected properties and provide new development opportunities on vacant, infill lots in conjunction with or as a follow up to rehabilitation activities.

3. Retail - Although new retail development in Dade County was brisk in the late 1970s primarily due to the Latin visitor trade and new permanent population growth, retail activity has leveled off in the last few years. On Miami Beach, regional retail shopping has declined considerably, particularly along Lincoln Road and Washington Avenue. Although property owners and merchants are beginning to organize themselves in order to reverse current trends, the decline of tourism on Miami Beach and the loss of considerable Latin American dollars has seriously affected retailing in this portion of Miami Beach.

Retail opportunities on Ocean Drive should be oriented towards providing restaurants, cafes, nightclubs, selected retail, and other services and activities which will both attract visitors and expand the hotel/residential population. Gift shops, craft stores, antique and art galleries, and other forms of specialty retail, especially those stores which sell Art Deco pieces and other period items should also be encouraged. The lobby and terrace levels of hotels and apartment buildings should be opened, as was done in the Calypso Hotel, to restaurants and shops in order to draw people from the beach and the street into the buildings.

Ocean Drive cannot and should not compete with existing retail concentrations, such as those along Washington Avenue and Lincoln Road. Therefore, traditional shopper goods stores such as furniture, electronics or local conveniences such as groceries or other similar shops which could be located elsewhere in the City should not be encouraged along Ocean Drive.

Key Points

Ocean Drive can provide affordable housing which is convenient to business, commercial, and recreation centers.



Retail activity on Ocean Drive should be limited to specialty shops and accessory uses of hotel clientele.



CHAPTER V : IMPROVEMENTS PROGRAM

Key Points

It is important to recognize and retain what is good on Ocean Drive when planning improvements.

A. THE OCEAN DRIVE CONCEPT

Implementation of the improvements described in this study combined with new private investment will result in an economically attractive and active, livable residential-entertainment-recreation mixed-use district. What will make the Ocean Drive District unique is an emphasis on pedestrian activity, historic character, urban location, and amenities in a form nowhere else in South Florida and perhaps in only a few locations in the United States.

The guidelines for creating this type of environment are listed in this chapter; the methods of accomplishing these recommendations are described in Chapter VI. The basis for the success of Ocean Drive is already present; the need is to improve existing conditions in such a manner as to create a totally integrated midsize historic district.

The recommendations set forth in this and the following chapter are based on careful analysis of existing conditions and predicated upon exploiting every possible opportunity to capture a broad based market. The best elements of the street were recognized and protected. These critical elements were found to be:

1. The architectural significance of the buildings
2. The consistency in the architectural styles, scale, mass and setting of the buildings;
3. The pedestrian scale of the environment;

4. The direct relationship between the buildings and the street, particularly through the open terraces which front most buildings

5. The very close relationship between the buildings and Lummus Park across the street

6. The view of the beach from the terraces

7. The activity in the park; the pedestrians walking past the hotels and the steady stream of automobiles, all contributing to a colorful, interesting and constantly changing view

8. The unstructured and free use of the Lummus Park green space; and

9. The simple and dramatic planting design of coconut palms in Lummus Park.

These elements have been retained in the proposed plan for Ocean Drive. The plan is intended to protect and enhance a unique environment which will attract tourists and residents back to this area of Miami Beach, and perhaps effect the revitalization of all of South Beach.

B. PUBLIC IMPROVEMENTS

The planning program recommends several major physical improvements necessary to establish the foundation for Ocean Drive's revitalization. These improvements will serve as a catalyst for the revitalization of Ocean Drive and will demonstrate the City's commitment to improving this area. The public improvements being proposed will raise the quality of basic services, recreational activities and enhance a unique and charming urban environment. It is intended that these improvements should help to attract visitors and tourists, encourage private investment and set a design theme and standard for that investment.

The basic physical improvements include resurfacing and improving the street, curb, gutter, and sidewalks, as well as providing new lighting and signage. In order to take advantage of the recreational opportunities, plans to revitalize Lumus Park and extend the Boardwalk Park, and Promenade have been included. Other related amenities, such as decorative paving, expanded sidewalks, tropical landscaping, convenient and inviting street furniture, are intended to beautify the area and enhance the pedestrian/recreational/entertainment experience. All of these improvements will be made consistent with the goal of supporting the existing scale, character and architecture of the district, thereby contributing to the area's revitalization. In addition, zoning will be modified to allow for limited commercial uses such as outdoor cafes, restaurants and specialty shops, upon the substantial renovation and rehabilitation of buildings.

TABLE B
PUBLIC IMPROVEMENTS

AREA	STREETS AND SIDEWALKS	LANDSCAPING AND SIGNAGE	STREET FURNITURE	TOTALS**
OCEAN DRIVE	\$ 1,261,761	\$ 44,800	\$ 179,700	\$ 1,486,261
ALLEYS	\$ 37,700		\$ 4,800	\$ 42,500
CROSS STREETS	\$ 433,740	\$ 21,000	\$ 28,260	\$ 482,999
LUMUS PARK	\$ 198,570	\$ 129,000	\$ 442,200	\$ 769,770
BOARDWALK PARK AND PROMENADE	\$ 364,200	\$ 42,000	\$ 392,000	\$ 798,200
TOTALS	\$ 2,265,971	\$ 346,800	\$ 1,046,960	\$ 3,659,731

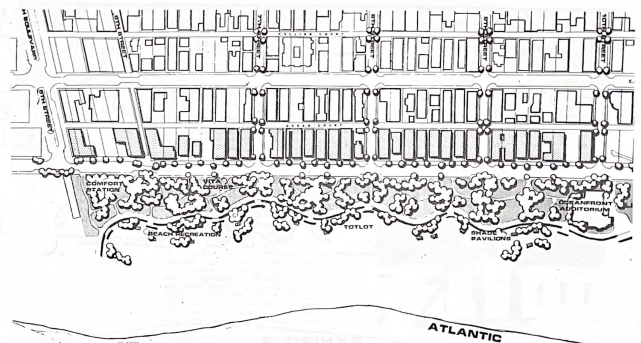
** Total includes 1% Contingency, and 1% Professional Fees, Contractor's Overhead and Profit

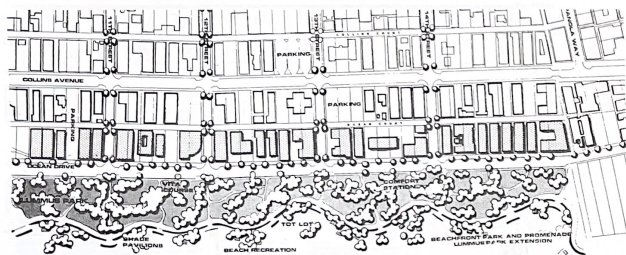
Streets and Sidewalks: Resurfacing, curb and gutter, new lighting, landscaping and signage.
Lumus Park: Paved walkways, tropical landscaping, street furniture, playground equipment.
Boardwalk Park: Paved walkways, tropical landscaping, street furniture, playground equipment.

Key Points

Public improvements will make Ocean Drive more functional, demonstrate the City's commitment, and act as a catalyst to private investment.

The zoning ordinance should be amended to allow for cafes and commercial uses. Lumus Park should provide more complete recreation facilities for the area.





OCEAN EXHIBIT 9

Key Points

The west sidewalk should be widened to improve pedestrian movement and enjoyment.

The west sidewalk should be constructed with a decorative pattern to enhance the character of Ocean Drive.

To accommodate the widened sidewalk, the Ocean Drive roadway would have to be relocated seven (7) feet to the east.

The following is a description of proposed public improvements. Table 12 shows the estimated cost of these improvements by location and type of improvement. Exhibit 19 shows a plan view of the recommended public improvements.

1. Ocean Drive and Lummus Park

a. Streets and Sidewalks. It is recommended that the western sidewalk be widened to a width of 12-15 feet. This would provide for greater pedestrian activity adjacent to the hotel properties, increasing the number of potential customers for cafes, restaurants, and shops, increasing the visual interest for those sitting on the outdoor terraces, and enabling the pedestrian to better appreciate the unique architecture of the Ocean Drive buildings. The widened west sidewalk should be constructed of a composite paver material allowing for decorative patterns which will reinforce the architectural styles which will reinforce the architectural styles on the street. The sidewalk would be further expanded at each corner to allow for improved pedestrian safety, circulation, and storm drainage.

To accommodate the widened west sidewalk, the 60 foot roadway must be moved seven (7) feet to the east. This requires repaving of the road profile and subsequent repaving of the surface. Any underground utilities should be performed simultaneously with roadway improvements. It is recommended that a parallel parking lane be provided on both sides of the roadway. Alternative parking patterns, including 45° angle parking, were studied

but are not recommended due to the increase in the density of automobiles on the street. This density would further separate the hotel terraces from Lummus Park and maintenance of the existing close relationship was felt to be critical. The elimination of all parking on Ocean Drive was also studied, but it was felt that this option did not significantly improve the pedestrian or terrace experience while creating an additional hardship to beach users and hotel clientele.



The sidewalk on the east side of Ocean Drive should be decreased to between five (5) and seven (7) feet. Should the west sidewalks be improved and the Promenade Walkway in Lummas Park be constructed as recommended, this western street sidewalk would be the least desirable and least used of the three sidewalks on Ocean Drive. It requires only sufficient width to allow one to move from a parked automobile to one of the other sidewalks. Reducing its width will allow widening of the west sidewalk and relocation of the roadway without significant encroachment into Lummas Park. It is recommended that this sidewalk be constructed of typical pink dyed concrete.

The easternmost sidewalk on Ocean Drive, located within Lummas Park, should be eliminated. A new promenade should be constructed between 100 and 200 feet east of the right of way with the green space extended to this point. This new Promenade should be constructed of a unit paver, like the west sidewalk, be 22 feet in width and connect to the proposed Beachfront Park and Promenade extension at 14th Lane and at 5th Street. The promenade will accommodate strolling, sightseeing, seating, and beach concessions.

Within the Park new five (5) foot sidewalks should replace damaged existing walks and extend into the expanded Park area.



Key Points

Parallel parking should be retained.

Decrease the width of the east sidewalk.

Create a promenade in Lummas Park.

Expand the Lummas Park green space.

Replace damaged sidewalk within Lummas Park.

26

Key Points

Reuse the light fixtures on Ocean Drive.

Install accent lighting in Lummas Park.

The location of street trees should not block the views to or from the Ocean Drive buildings.

Add new Coconut Palms in Lummas Park.

All landscaped areas should be irrigated.

Retain the unstructured seating in Lummas Park.

Allow rain to spill over onto the expanded west sidewalk.

b. **Lighting.** It is recommended that the existing west sidewalk fixtures be used on a new pole with a design in keeping with the Art Deco architecture of the street. The fixtures should be relocated on the street edge of the sidewalk.

The light fixtures located in Lummas Park should repeat the design of the fixtures used on the west sidewalk. The Park fixtures may have to be mounted higher, of greater intensity, and/or in greater numbers to ensure sufficient light levels in the Park and on the roadway.

Accent lighting should be included in landscape areas on Ocean Drive and within Lummas Park. In the past, palm trees were spotlighted creating a dramatic effect which enhanced the evening activity in this area.

c. **Landscaping and Irrigation.** It is recommended that street trees be incorporated into the design of the new west sidewalk on Ocean Drive. The street trees should be located approximately at the property lines so as not to obscure the views from the hotel terraces or the view of the buildings from Lummas Park. The base of the trees should be surrounded by tree grates or pavers set in sand.

The landscaping in Lummas Park should be enhanced with the planting of additional coconut palms. The planting of shade trees at seating areas should be considered, but limited so that the palms remain the dominant visual image. Large areas of the

Park require resodding and the Park landscaping should be extended to the new Promenade. All landscaped areas, including the street trees and the Park, should be equipped with an irrigation system. This is the only reasonable method of assuring continued growth of these materials.

d. **Street Furniture.** The term "street furniture" refers to all those items placed on the street to add and add to the comfort and safety of the pedestrian. This includes benches, trash receptacles, signage, and drinking fountains. It is expected that with the expanded west sidewalk, private property owners will set up tables and chairs for sidewalk cafes, therefore, public seating is not planned for the west sidewalk.

Some additional benches should be located in Lummas Park, particularly along the new Promenade. Analysis of the current Park functioning shows a very successful "non-planter" attitude toward seating. Park users often bring their own lawn chairs and establish informal groups on the grass. This direct participation in the Park layout by its users is one of the reasons for the great success of Lummas Park and should not be discouraged by creating or enforcing defined seating areas. It is recommended that the existing fixed seating be supplemented and unified with a consistent bench design. There are plans to introduce a new "Art Deco" style bench into the Park at selected areas. If this bench proves resistant to the harsh environmental conditions (both natural and those resulting from vandals), it is recommended that this design be used throughout the Park.

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Informational signage on Ocean Drive and within Lumina Park should be simplified. A careful study should be undertaken to determine the number of "pedestrian crossings" and traffic signs which are actually required. It appears the area has excessive signage.

6. Additional Improvements in Lumina Park. To insure that Lumina Park can accommodate the increase in use expected to result from the improvements on Ocean Drive, it is recommended that the existing restroom facilities be updated, and improved.

7. Oceanfront (10th Street) Auditorium and Concessions. The 10th Street Auditorium should be reprogrammed as a base for concessions, lifeguards, and as a recreation center geared to the needs of tourists and day visitors. It is recommended the City's Beachfront Concession Plan for Lumina Park be expanded to include waterfront such as sailboats, snorkeling, jet ski rentals and landside activities such as ping-pong, frisbee, volleyball, beachball, and other beach related activities.

Key Points

Eliminate excessive street signage.

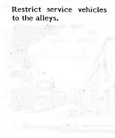
Update the existing restrooms in Lumina Park.

Reprogram Oceanfront Auditorium as a recreation center for tourists and residents.

Key Points

Resurface Ocean Court and Collins Court where necessary.

Restrict service vehicles to the alleys.



2. Alleys

The study area is fortunate in having two service alleys, Ocean Court (between Ocean Drive and Collins Avenue) and Collins Court (between Collins Avenue and Washington Avenue). It is recommended that these alleys absorb service-related traffic to the greatest extent possible. It is counterproductive to encourage the development of sidewalk cafes on Ocean Drive and then permit large service vehicles to park on the street blocking the views as well as producing unpleasant noise and pollution. Therefore, the loading spaces on Ocean Drive should be eliminated and replaced with metered parking spaces or restricted to loading activities of hotel guests.

It is recommended that Ocean Court and Collins Court be resurfaced so that the majority of delivery and service related vehicles can be confined to the alleys and not be permitted to stop on Ocean Drive or Collins Avenue. Since the alleys are of limited width and cannot be enlarged, it is understood that some vehicles, due to size, may not be able to use the alleys. In these special cases, vehicles should be permitted to park on the main streets during specified times only. In addition, repaving and signage which directs service traffic to and in the alleys will be required.



3. Cross Streets

The cross streets, those numbered streets which run in an east-west direction through the study area, perform the critical function of tying Ocean Drive to the other avenues and roads within the study area. This study recommends the enhancement of these cross streets with the expectation that this will better direct pedestrians eastward to the beach and westward from the beach to the commercial area located on Washington Avenue. It will also facilitate parking at greater distances from Ocean Drive as increased popularity exhausts the supply of immediately available parking. Priority should be placed on improving 110th, 11th, and 13th Streets as these are the most significant in terms of cross connections within the City.

- a. Streets and Sidewalks. Improvements to the streets and sidewalks on the cross streets consist mainly of repair and resurfacing the existing pavement where necessary. It is recommended that the expanded corners proposed for Ocean Drive be constructed on the cross streets corners for increased pedestrian visibility and safety.
- b. Lighting. It may be necessary, with the repair and modification of the cross street sidewalks and the inclusion of landscaping, that some existing light fixtures be relocated. This study does not anticipate the need to replace or significantly alter the existing lighting layout.

c. Landscaping and Irrigation. It is recommended that street trees be planted along the cross streets. This would create a strong visual link from Ocean Drive to Washington Avenue. The street trees would provide shade for pedestrians and soften the harsh urban character of the cross streets making them more consistent with the relaxed, waste-free image of the area.

The trees would be planted in holes cut into the sidewalks. The base of the tree should be surrounded by a tree grate or pavers set in sand. The latter would provide continuity of design if the pavers were the same as used on the Ocean Drive west sidewalk. Irrigation should be installed to service the new landscaping.

d. Street Furniture. Street furniture on the cross streets would consist mainly of new trash receptacles and informational signage. Signage would direct tourists to the beach, shops, restaurants, the Convention Center, and the Theater of Performing Arts. The atmosphere and use of the study area shall be essentially pedestrian, signage should be created and located to facilitate this use.

Key Points

Street trees should be planted on all cross streets.



Key Points

The Lummus Park promenade should connect with the extension of the Beachfront Park and Promenade.

Improvements to the pedestrian system should relieve the strain from the vehicular and parking systems.

Two-way traffic flow on Ocean Drive should be retained.

4. Beachfront Park and Promenade

The extension of the Beachfront Park and Promenade south from its current terminus on 21st Street will be a major public improvement within the study area. It is recommended that the current strip of a wooden promenade constructed on the dune surrounded by dune vegetation be continued to 14th Lane. From that point south to 5th Street, the Promenade should move west and be into Lummus Park as previously described. It is felt that this wide, hard surface walkway (Lummus Park Promenade) located within the Park green belt would be more consistent with the general character of the study area than would the boardwalk's rustic wooden design located on the dune and used to the north. At 5th Street the Promenade would lead back onto the dune and, in its previous wooden form, continue south to South Pointe Park.



C. CIRCULATION AND PARKING PROGRAM

A critical recommendation of this study is to improve those conditions in the Ocean Drive area which will increase pedestrian activity. The widened west sidewalk, the promenade in Lummus Park, and the enhancement of the cross streets are all intended to create a more attractive and efficient pedestrian circulation system. It is believed that people will use sidewalks more if they are wide enough to accommodate couples or groups, if obstacles are removed, if shade and interesting details are available, and if informational signage is provided. Increased pedestrian activity is a desired goal for Ocean Drive as it would add to the area's special character, provide interest and customers for sidewalk cafes, and relieve the demand placed on a limited vehicular and parking system in the area. A greater percentage of people walking and willing to walk greater distances results in fewer automobiles attempting to park on Ocean Drive and driving on the narrow streets within the area.

The proposed vehicular system is essentially the same as the existing system. After investigating several alternatives, it was felt that two way traffic, one lane in each direction, with a parallel parking lane on each side, is the most desirable of the possible alternatives for Ocean Drive. It is preferable that Ocean Drive remain a sightseeing street for vehicles and pedestrians and not become a major thoroughfare. It was therefore thought undesirable to widen the roadway. With large scale developments planned on 5th Street and Biscayne Street and in anticipation of the MacArthur Causeway becoming more intensely used, it was felt necessary to maintain two way traffic.

As previously explained, parallel parking was found to be more desirable than angle parking for visual and safety reasons. As the popularity of Ocean Drive increases, parking on this street will become less available. Shortage of parking is a typical problem in historic districts all over the country. Built prior to the widespread use of automobiles or parking regulations, few historic districts can accommodate the current demand for parking within their boundaries. As the demolition of buildings is often detrimental to the district, it should be assumed that fulfilling required parking needs is not possible or practical and alternative solutions must be found. The following alternatives include both public (municipal) and private participation:

1. Acquisition of property by a single property owner or a group of property owners to provide parking for the exclusive use of their clientele. The acquired property need not be adjacent to the hotel property if a parking valet service is provided.
2. An agreement could be formulated between an existing property and a new, nearby development project whereby a certain number of newly constructed spaces are leased for use by the existing property. This is most effective when peak use times for the existing and the new property differ, such as a restaurant or nightclub in a historic building whose peak use times are evenings and weekends and a new office building whose peak use time are weekdays.

3. Acquisition of property (preferably on Collins Avenue) by the City for development of public, metered lots. The cost of acquisition and development could be provided by:
 - a. use of metered parking funds;
 - b. general or specific bond funds;
 - c. parking permit fees charged to private properties based on unfilled requirements, parking variances resulting from new uses or remodeling, or impact fees for new construction.
- d. development of a special assessment district in which all property owners would participate in the cost.
4. Acquisition of property by the City for lease to a property owner, developer, or parking business who would construct the parking lot and pay the City a regular rent for the land.

In each case, it is recommended that only vacant property or property containing non-contributing structures (see exhibit 4) be acquired for parking lot development. It is also recommended that no more than two (2) to three (3) planted lots be used for any one parking facility so the streetscape of the district will not be destroyed. As grade surface parking lots are preferred as multi-level parking structures, independent of a principal use building, are considered by the public as unsafe, vandal-ridden facilities and will not be utilized. Moreover, they will disrupt the character and architectural quality of the area.

Key Points

Parallel parking on Ocean Drive should be retained.

Significant buildings should not be demolished to construct parking lots.

Investigate alternative methods of acquiring and developing parking lots.



Key Points

Develop alternative means of tourist transportation.

Private development and renovation should follow the Secretary of Interior Standards to retain the quality of Ocean Drive architecture.

Amend the zoning ordinance to permit cafe, restaurant, and commercial activities on Ocean Drive.

Estimated cost of land acquisition and developing an at-grade surface parking lot on a typical 50 foot wide lot (forward) in the study area is \$280,000. Such a lot would have a capacity of 13 or 14 automobiles (depending on lot depth), resulting in a per space cost of \$17,379. Increasing the development site to two (2) lots would provide 12 to 15 automobile parking spaces (depending on lot depth) and would reduce the per space cost to \$18,176.

In addition to the pedestrian and vehicular improvements, it is recommended the City permit on a concession basis, the operation of rickshaw type (non-motorized, person powered) vehicles on Ocean Drive and within Lummas Park. It is encouraged that the route be equipped to include Washington Avenue, Lincoln Road, the Convention Center area, the beach and dunes. These types of Drive and significantly add to their flavor and nostalgia when properly designed and operated.

D. URBAN DESIGN GUIDELINES

It has been stated in previous chapters that a particularly important resource of Ocean Drive is its historic architecture and the attendant scale and image. Design guidelines are recommended in order to preserve the architectural integrity of the Ocean Drive buildings. In general, the proposed guidelines (see appendix) follow the Secretary of the Interior's Standards for Historic Preservation Projects. These Standards are not only used and recognized throughout the country, but must be met in order to qualify for the Federal tax investment credits available for historic buildings. Any property owner intending to apply for such credits should obtain a copy of the actual Standards from the City's Planning Department for more detailed information.

E. ZONING CONTROLS

As discussed in Chapter III, the present Zoning Ordinance would restrict hotel or apartment expansion, the placement of accessory uses including nightclub, outdoor cafe, and restaurant on Ocean Drive. As these uses are necessary to create an active pedestrian environment and significantly contribute to the financial feasibility of a project, the Ordinance is unresponsive to such, it is recommended the Zoning Ordinance be amended in order to allow for the following (Section numbers refer to the Zoning Ordinance):

1. Nightclub, with or without an accessory bar or exterior and entrances or exits to be allowed in a hotel or apartment/hotel with no minimum unit (room) restriction (Section 6-7(B)(6)).
2. Mixed retail, entertainment, conference or meeting facility, restaurant, nightclub or outdoor cafe facility as a permitted use (Section 6-7(A)) upon approval of Board of Adjustment Development Impact Committee.

