

THE OCEAN DRIVE IMPROVEMENT PROJECT



**AN APPLICATION TO THE 1991 RUDY BRUNER AWARD
FOR URBAN EXCELLENCE**

**CITY OF MIAMI BEACH
DEPARTMENT OF HISTORIC PRESERVATION AND URBAN DESIGN
NOVEMBER, 1990**

Project Title Ocean Drive Improvement Project
Location Miami Beach, Florida

Describe the important characteristics of the project, how it was developed, and in what ways it is exemplary. This Abstract will be among the materials sent to Selection Committee members prior to the Committee's first meeting.

The Ocean Drive Improvement Project is a multi-phase, multi-participant project which has successfully reversed almost 30 years of deterioration in this historically significant neighborhood within the space of five years. The project has four primary components: the initial planning study; the adoption of new zoning, design and historic preservation regulations; the municipal bond drive and the physical improvements package; and the continued promotion and management of the street. The success of Ocean Drive has spearheaded a general revitalization effort throughout the surrounding neighborhoods.

Ocean Drive is a 15 block ocean front street in the oldest section of Miami Beach. A vital tourist destination in the 1930's-1940's, Ocean Drive was in a state of serious physical and economic deterioration by the end of the 1970s. In 1979, a large section of southern Miami Beach, including 10 blocks of Ocean Drive, were placed on the National Register of Historic Places. However, the historic merit and redevelopment potential of the Federally designated "Architectural District" were not taken seriously by the local community.

In 1984, the City's Planning Department released a study entitled "Ocean Drive: A Planning and Urban Design Strategy". The study was based on nine months of meetings with property owners, residents and civic activists, as well as in-house study of existing conditions, businesses, and an architectural inventory. The aim of the Department was to focus attention on Ocean Drive, the most visible of the sub-neighborhoods within the Architectural District. The Ocean Drive Plan was well received by the community. It was adopted in 1985 and received local, state and national awards from the American Planning Association.

The second phase of the project was the adoption of incentives and regulations which would accomplish the objectives of the Ocean Drive Plan. New zoning regulations which expanded the permitted uses in the small historic hotels resulted in new cafes and retail businesses. These uses would provide the rapid return on rehabilitation investment. In 1986, the area studied in the Plan was designated a local historic district, providing the protection for the historic buildings. At the same time, the area was placed under "Design Review" which required adherence to design and preservation guidelines.

By the end of 1986, there had been sufficient improvement on Ocean Drive and enough new enthusiastic property owners to push for the physical improvement package recommended in the Plan. The "Our Drive - Ocean Drive" bond drive secured funding for street and park improvements. Convincing the general electorate that Ocean Drive was worth a \$3 million gamble turned the supporters - property owners, preservationists, civic groups and municipal government into a well organized, goal oriented force. The relationship has, to a great extent, continued and is one of the primary reasons for the area's success.

Ocean Drive is now a thriving entertainment district and a largely rehabilitated historic district. The success of Ocean Drive has spread to neighboring streets and throughout the remaining Architectural District. The close relationship between owners, users and municipal government has continued and is being used to coordinate the future of the area. A special Task Force will now participate in all zoning, management and operations which affect Ocean Drive and the Architectural District.

PROJECT PROFILE

(Please limit answers to the space available on these pages)

Project Name Ocean Drive Improvement Project

Location Miami Beach, Florida

Owner City of Miami Beach

Project Use(s) Public right-of-way and public beach park

Project Size ±26 acres

Total Development Cost \$4,077,233

Application submitted by:

Name Jud Kurlancheek

Title Director, Historic Pres. and Urban Design

Organization City of Miami Beach

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Miami Beach, FL 33139

Telephone (305) 673-7819

Please indicate how you learned of The Rudy Bruner Award in Urban Excellence.

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Signature Jud Kurlancheek

Key Participants* (who were instrumental in the development of this project)

Organization	Key person	Telephone
<input type="checkbox"/> Public agencies <u>See attached</u>		
<input type="checkbox"/> Developer		
<input type="checkbox"/> Professional consultants:		
Architect		
Landscape architect		
Urban designer		
Planner		
Lawyer		
Other		
<input type="checkbox"/> Community group(s)		
<input type="checkbox"/> Sponsor		

* If necessary, attach an additional sheet, to identify others who should be credited in the development of this project.

Key Participants (Continued from Project Profile)Public Agencies

- City of Miami Beach Planning Department
Jud Kurlancheek, Director: (305)673-7819
(Currently Director of Historic Preservation and Urban Design)
- City of Miami Beach Economic Development Department
Stuart Rogel, Director: (305)673-7010
(Currently Assistant City Manager)
Harry Mavrogenes, Director: (305)673-7193
- City of Miami Beach Public Works Department
Richard Gatti, Director: (305)673-7620

Professional Consultants

- Architect for Ocean Drive Street Improvements
Kunde, Sprecher, Yaskin and Associates, Inc.
John Greist: (305)238-8090
- Landscape Architect for Ocean Drive Street Improvements
Rosenberg Design Group
William Rosenberg: (305)274-2378
- Landscape Architect for Lummus Park
Post Buckley Schuh and Jernigan
Patricia a. Bourquin: (305)592-7275

Community Groups

- Miami Beach Development Corporation
Denis Russ, Executive Director: (305)538-0090
- Miami Design Preservation League
Nancy Liebman, Executive Director: (305)672-2014

1. Describe the characteristics of this project: the important aspects of the project's design, development, and public approval process.

The three most important aspects of the project were:

- A. The original planning study was so complete as to provide a road map for the revitalization of the neighborhood. Thus, the project followed an orderly process from the initial meetings with citizens and property owners through development of incentives and regulations, funding, physical improvement, and on to current management programs.
- B. The project consists of recognition and enhancement of the existing qualities of the Ocean Drive neighborhood. The planners and the public reached agreement that Ocean Drive already contained the unique qualities that would make it successful. It was not necessary to invent Ocean Drive or to radically alter it. Therefore, Ocean Drive today does not feel like a contrived attraction, it feels comfortable and natural as the next step in the evolution of the neighborhood.
- C. The close relationship established between the government and the public is largely responsible for the project's success. The public (property owners, residents, civic groups, concerned citizens) were invited to participate before the first word of the plan was drafted and have been involved in every phase of the project from that point. This very high level of participation was not a common practice prior to the Ocean Drive project but has since become the model for future neighborhood based projects. The Ocean Drive Association, now part of the Art Deco Advisory Council meets on a regular basis to establish policy in the operation, appearance and character of Ocean Drive.

2. What makes the project exemplary? Why does it merit The Rudy Bruner Award for Excellence in the Urban Environment?

The Ocean Drive project successfully combined historic preservation and new development, resulting in a dramatic economic turnaround for this neighborhood within a period of five (5) years. The public sector design improvements of the street and adjacent Lummus Park were extensive, but in keeping with the historic character of the neighborhood. The regulatory changes combined greater flexibility in building use with greater public control on building appearance. The Ocean Drive project merits this award because it accomplished its desired goals, exhibits creative design of the urban environment, exercised restraint in finding the most appropriate rather than the most elaborate solutions, and has triggered successful revitalization activities in adjacent neighborhoods.

3. What were the significant dates of the project's development and when was it completed?

- March 29, 1984:** First meeting of the Ocean Drive Task Force
- October 25, 1984:** Formation of the Ocean Drive Property Owners Association
- February 16, 1985:** City Commission adoption of the Ocean Drive Plan
- July 23, 1986:** Adoption of the Mixed-Use Entertainment Zoning Amendments

Significant Project Dates, continued

July 23, 1986:	Designation of the Ocean Drive/Collins Avenue Historic District
July 26, 1986:	Placed under Design Review jurisdiction
November 4, 1986:	"Our Drive- Ocean Drive Bond" Issue
December 20, 1988:	Completion of Phase I Lummus Park improvements
November 20, 1989:	Completion of Ocean Drive street improvements
June, 1990:	Formation of Art Deco Advisory Council
December 16, 1990:	Expected date for completion of Phase II Lummus Park improvements

4. What urban issues did this project address? Were there issues that, in your judgement, might have been addressed but were not?

Urban issues addressed in the Ocean Drive project:

- Historic preservation and rehabilitation**
- Adaptive reuse of historic buildings**
- Understanding and enhancement of pedestrian activity**
- Public and private space relationship**
- Zoning and Design Review regulations**
- Understanding and enhancement of public recreation and open space**
- Encouraging citizen involvement in public planning/design process**

Those issues which should have received greater consideration are those which have resulted from the success of Ocean Drive. Currently being studied/implemented are noise regulations, additional parking facilities and special neighborhood parking programs, and traffic control.

5. What were the goals of this project? To what degree were they met?

The initial project goals were:

- A. Encourage the preservation and rehabilitation of historic buildings; and,**
- B. Attract attention, new private investment, and new life to a deteriorating neighborhood.**

Since 1985, when the Ocean Drive Plan was adopted by the City Commission, only one (1) historic building has been lost on Ocean Drive (fire destroyed the Jefferson Hotel this year). In this same period 28 buildings have been substantially rehabilitated (many more have received cosmetic improvements) and there are 40-50 new cafes, restaurants, and stores on Ocean Drive. In addition to the new commercial uses, Ocean Drive is now the home of a successful fashion photography industry which has resulted in pictures of Ocean Drive appearing in magazines throughout the world. The area has been designated a local Historic Preservation District providing recognition and protection for the buildings and the success of Ocean Drive has encouraged historic revitalization of adjacent neighborhoods.

6. Describe the financing for the project. Was it unique or innovative?

The methods of financing the public improvements on Ocean Drive were not innovative but were much more involved than anticipated. Drastic reductions in state and federal grants required the City to seek numerous smaller grants to make up the necessary project budget.

\$100,000:	Community Development Block Grant Funds, Year 9
\$325,000:	Community Development Block Grant Funds, Year 11
\$200,000:	Florida Recreation Development Assistance Program
\$37,500:	Miami Beach Visitor and Convention Authority
\$37,500:	City of Miami Beach 1984-85 Salary Savings
\$15,590:	City of Miami Beach 1984-85 Contingency Appropriation
\$20,600:	City of Miami Beach 1985-86 Contingency Appropriation
\$100,000:	Bond Appropriation
\$100,000:	Bond Fund Reallocation
\$6,043:	City of Miami Beach Salary Savings
\$3,000,000:	General Obligation Bond
\$140,000:	State of Florida Line Item Grant
\$4,077,233:	Total Project Cost

**COMMUNITY
REPRESENTATIVE
PERSPECTIVE**

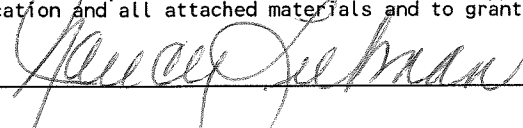
COMMUNITY REPRESENTATIVE PERSPECTIVE

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers would be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name: Nancy Liebman **Title:** Executive Director
Organization: Miami Design Preservation League **Telephone:** (305) 672-2014
Address: 661 Washington Avenue, Miami Beach, Florida 33139

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Signature: 

1. How did you, or the organization you represent, become involved in this project? What role did you play in it?

The Miami Design Preservation League was founded in 1976 to promote the preservation of historic architecture in Miami Beach. The League was responsible for having the Art Deco District listed on the National Register of Historic Places in 1979 and the adoption of the first historic preservation ordinance for Miami Beach in 1982. The League was, therefore, a dedicated participant in the development and adoption of the "Ocean Drive Plan" and the designation of Ocean Drive and Collins Avenue as Miami Beach's first local historic district. The League has promoted Ocean Drive and the Art Deco District, helped educate property owners and the community at large that preservation is an effective economic development tool, worked with City staff to develop design guidelines, and used its grassroots network to pass the critical Ocean Drive Bond Issue. The League's goal has always been the protection, promotion and preservation of our architectural heritage, and as Ocean Drive progresses, the League will continue its role as watchdog.

2. From the community's point of view, what were the major issues concerning this project?

During the development of the Ocean Drive Plan, the League represented the community in its desire to protect the integrity, scale, and character of this historic street. At that time, preservation was not as widely accepted as it is today, and there were development pressures which could have drastically altered Ocean Drive. As the public improvements began, the community was concerned that the project respect that character. The owners, residents, and the League worked to have a large stage which would have blocked ocean views eliminated from the plans for Lummus Park. The League supported property owners in insuring that there was beach and hotel access during the construction process so that newly emerging business would not be unduly interrupted. As the Ocean Drive businesses were becoming successful, the community and the League worked to strengthen the historic preservation ordinance to prevent buildings being demolished to provide additional parking

3. What other community organization or institutions, if any were involved? How were they involved?

The Miami Beach Development Corporation was the other major community organization involved with the success of the project. The two organizations worked together to pass the Ocean Drive municipal improvements bond issue.

Both organizations continue to work to monitor the guidelines and ordinances which effect this historic street.

4. If there was a public review process, did you or your organization participate in it? Describe your involvement

The League organized public presentations of the Ocean Drive Plan to inform the public of the City's proposed plans, provide the City with feedback from the general and preservation community, and educate the community in the need for sound planning for our historic resources. The League organized public massive attendance at the Planning Board and City Commission hearings in support of the adoption of the plan, the recommended designation of the local historic district, and strengthening of the historic preservation ordinance. The League monitors and attends all public meetings related to Ocean Drive and the Art Deco District.

5. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

Trade-offs and compromises have been necessary to achieve the League's goal of protection for the entire National Register Historic District. The initial designation of Ocean Drive without the remainder of the National Register District was a compromise to prove that preservation could really work (it has required additional compromise to see the majority of that district designated today). The trade-off for the Ocean Drive designation was the expanded uses - the MXE zoning regulations. In hindsight, these regulations should have been more strictly drawn to prevent some of the neighborhood conflicts now arising between entertainment and residential uses. The League is currently investigating means of resolving these conflicts and others related to zoning bonuses, zoning variances for rehabilitation, and parking regulations which have the potential of damaging the historic district.

6. How has this project made the community a better place to live? Please be as specific as possible.

The neighborhood went from an ignored and depressed, elderly retirement community to a well-balanced mix of many types of residents. A boarded-up junior high school within the National Register district became the largest, thriving elementary school in Dade County. The commercial area features a variety of places which cater to the needs of a diverse group of ethnic types and income levels. The residential area is an eclectic mix of young, old, emerging, professional, and poor. The Ocean Drive area has awakened to become a trend setting tourist attraction as well as a location for the visual arts industry. Miami Beach has polished off its tarnished reputation as a crime ridden community. Miami Beach's appreciation for preservation of its signature statement architecture has enhanced the city as a tourist designation, and has created a special pride in place for its residents as well.

7. If a community group came to you for advice in carrying out a similar project, what would you tell them?

We would share our experiences during the long history of the preservation movement in Miami Beach, 1976 to today. The greatest lesson the League has learned is that a community must have a caring advocacy group which can promote quality preservation and creative growth. For an ideology to prevail, an advocacy group must dedicate itself to community acceptance.

8. Why do you think the project should win this award?

This project has given the Miami Beach community an shining image and a cause for pride. The success of the project has provided a healthy respect for the values of preserving an architectural heritage. The community has begun to have a positive attitude about enhancing its traditions. By recognizing these values, the city will anchor its development progress to the roots of its past. The project was the catalyst for instilling confidence in the important theories of historic preservation.

9. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

In five years, of course, we will judge success by the number of buildings which are restored and thriving. In addition, we will examine the population to see if the mix is as diverse as today. Will we have a tourist community functioning side by side with a mixed residential population? Will the support services available in the neighborhood satisfy the mixed population? Have the community problems mentioned in Question #5 been resolved? Have the design guidelines and preservation laws remained in place? Has preservation proven it has economic value? Has the historic neighborhood maintained its human scale, pedestrian qualities? Has the rest of the city learned lessons about quality growth and neighborhood zoning protections? Historic preservation is an issue which measures the total environment, beyond the obvious of saving the architectural past.

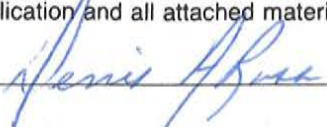
COMMUNITY REPRESENTATIVE PERSPECTIVE

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Name Denis Russ Title Executive Director
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Address 1205 Drexel Avenue, Miami Beach, FL 33139

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Signature 

1. How did you, or the organization you represent, become involved in this project? What role did you play in it?

Miami Beach Development Corporation (MBDC) has been involved in the Ocean Drive project from the initial Task Force meetings. It is the role of MBDC to promote economic opportunities in the "South Beach" area of Miami Beach. In 1984, along with the City's Planning Department, MBDC recognized the depressed state of Ocean Drive and focussed its energies on its improvement. If Ocean Drive could become successful, it could lead to a turnaround of all of South Beach. MBDC organized/sponsored numerous conferences for developers, architects, and businesses targeting Ocean Drive. We were an active supporter in the adoption of the Ocean Drive Plan, the MXE Zoning amendments, and MBDC was the driving force for the "OUR DRIVE-OCEAN DRIVE" bond issue. MBDC still actively promotes Ocean Drive and now serves as a liaison between the City and the Ocean Drive property owners and businesses.

2. From the community's point of view, what were the major issues concerning this project?

At the initial meetings of the task force, the primary concerns of property owners was the increase in the economic viability of their properties. The discussion centered on the City's proposed zoning amendments (MXE) which would increase the commercial uses of the buildings. The concerns of the South Beach residents and community groups were the protection and improvement of Lummus Park, preservation of historic buildings, and making the neighborhood safer and more attractive. These issues were address in the City's Ocean Drive Plan and accomplished in the succeeding years. Since that time, community issues related to Ocean Drive derive primarily from its success: parking shortage, making the hotels as successful as the restaurant/entertainment businesses, noise control, etc. These issues had been addressed by the Ocean Drive Association and will be continually monitored by the Art Deco Advisory Council.

3. What other community organizations or institutions, if any, were involved? How were they involved?

The Miami Design Preservation League (MDPL) is Miami Beach's private sector historic preservation organization. MDPL, also involved from the beginning, strove for the preservation of Ocean Drive buildings and historic character, supported the historic designation of the district, lobbied against construction in Lummus Park, and maintains close monitoring on the uses of historic buildings on Ocean Drive.

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

All aspects of the Ocean Drive Project were subject to public review and MBDC was involved in several of them. We attended all initial task force meetings to provide input, all public presentations of the draft plan, all Planning Board and City Commission meetings to support the adoption of the plan, the zoning amendments, and the historic designations. MBDC organized public meetings on the Bond Issue and has held dinners, lectures, conferences, and a street festival promoting the revitalization of Ocean Drive.

5. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

Initially, Collins Avenue, the street adjacent to Ocean Drive, was not given the same flexible commercial zoning even though it has a similar land use, building type, and was included in the Ocean Drive Plan study area. There was an impression that Collins Avenue would not attract the same quality of business as Ocean Drive and would require more restrictive regulations. This has since been adjusted and Collins Avenue is now attracting significant private reinvestment.

Initially, MBDC supported the concept of mixed-use zoning (office, retail, residential) for all buildings on Ocean Drive. This was opposed to the City's plan to maintain residential/hotel as the prime use. The compromise led to mixed-use zoning only in the smallest structures which the City agreed could not be rehabilitated for viable hotel/residential projects. The compromise has been successful in that most of the smallest buildings have been converted to retail and office use is now permitted on Collins Avenue.

6. How has this project made the community a better place to live? Please be as specific as possible.

The Ocean Drive project has:

- A. improved Lummus Park, the primary recreation/open space in this neighborhood;
- B. encouraged the rehabilitation of several deteriorating and/or vacant buildings;
- C. made people feel that it is safe to walk on this street at night;
- D. given the neighborhood new restaurants and stores;
- E. increased property values resulting in increased tax base for the community;
- F. established a new planning process where the citizens play a more active role;
- G. created new/rehabilitated housing stock for families, including a percentage of assisted housing
- H. attracted a new fashion industry which has attracted new jobs, new residents, and greater recognition for the neighborhood and City;
- I. created a lively pedestrian environment and a new social center in South Beach;
- J. encouraged the rehabilitation of adjacent historic neighborhoods; and,
- K. shown historic preservation to be a viable economic development tool.

7. If a community group came to you for advice in carrying out a similar project, what would you tell them?

The most important characteristic of the Ocean Drive project was the high level of cooperation between the participants. There will naturally be disagreements, turf disputes, and differing priorities but the close working relationship MBDC has with the City made our job, and we believe the City's job as well, much easier. Any one of the participants - the property owners, residents, civic groups, the City agencies - could have wrecked this project or stymied it for years. The cooperative effort and the willingness to consider the other parties concerns helped accomplish Ocean Drive's goals. The most important advise is to never give up!

8. Why do you think the project should win this award?

Aside from the effort and planning and creative techniques, Ocean Drive is now an exiting, vibrant, ever changing, and very attractive street. The product is an example of excellent urban design. The sidewalks are filled with people who stroll and stop to talk with friends at the new sidewalk cafes and on the terraces of the hotels. The palm trees strike the traditional image of Miami Beach and the expanded Lummus Park with its new broad promenade provides the perfect oceanfront setting for this historic district. These improvements were all recommended in the original Ocean Drive Plan, it has proved to be a thorough and effective tool in creating the Ocean Drive phenomenon.

9. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The continued presence of the pedestrians on the street; the maintenance of the historic buildings which have recently been rehabilitated; the businesses may change, but the continued presence of pedestrian oriented businesses on Ocean Drive; and, the hotels uses, which have not been as successful as the accessory uses in the hotels, will be filled. When the Ocean Drive Plan was first presented to property owners and community groups, they responded by saying they looked forward to having a parking problem. This measure of success has been achieved.

**PROFESSIONAL
CONSULTANT
PERSPECTIVE**

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Patricia Bourquin, AICP Title Senior Planner
Organization POST, BUCKLEY, SCHUH & JERNIGAN Telephone (305) 592-7275
Address 8600 NW 36th Street, Miami, Florida 33166

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Signature *Patricia Bourquin, AICP*

1. What role did you or your organization play in the development of this project?

The PBS&J team was involved from the early stages of the project in development programming, preliminary planning, and organizing citizen participation through permitting, grant application, and construction documents and administration. Multiple disciplines were involved including civil engineering; planning; landscape architecture; construction administration; surveying; and architecture. PBS&J designed an ocean-front promenade in the historic preservation district, and rebuilt historical structures such as a coral rock wall that had badly deteriorated. The firm designed a beach-front stage to accommodate formal and informal activities ranging from small group concerts to large, amplified, elaborately produced shows. Finally, PBS&J designed site furnishings, such as benches, street lamps, beach showers, and general street beautification, and was responsible for planting plans and the revegetation of a nearby dune.

2. From your perspective, how was the project intended to benefit the urban environment?

The project was intended to benefit the environment in two main ways: by improving the human environment, and by bolstering the local economy. In the first regard, PBS&J sought to improve the surroundings for the citizens and visitors by creating an urban space that would provide necessary recreation. PBS&J tried to keep in mind the physical needs of the likely users as well as their spiritual need for tranquillity and visual beauty. The design values reflect the needs of a population that is diverse, and changing. The area is designed so that ambulances and other emergency vehicles can have easy access, for example, which took into account the elderly Beach residents. The greater number, and closer placement, of sidewalk benches was also planned with the elderly in mind, but also to accommodate young parents with strollers to push -- an emerging demographic trend. The area was designed to preserve a natural setting for all users, and to protect the vital and fragile oceanfront. The project was intended to benefit the area economically by attracting a greater share of the tourist trade on which our local economy depends.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

Before the revitalization, the area was in an unmistakable state of decline. It was economically depressed -- and visually depressing -- and the rate of crime was high. Since the commitment was made to revitalize the area, crime has decreased. The design deliberately included safety lighting and minimized corners, alleys, and other close, hard-to-see places, allowing for maximum patrollability by police. Property values and sales by local merchants have likely increased, but the most obvious change is the number of people who come to enjoy the space, which one can observe on any given day.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

PBS&J participated in meetings with all the different groups having an interest in this project. These included: different offices of the government of Miami Beach; local merchants and residents; the Department of Natural Resources; the Department of Environmental Regulation; and other agencies. With multiple groups, each having different priorities, the project posed a challenge. The design team had to ensure that no property holder's view was obstructed, that noise was minimized, and that there was no disruption or loss of business due to construction. In addition, the budget was limited, and there were strict coastal protection regulations to be followed.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

PBS&J mounted a public involvement program at the beginning of the project, but the ownership of some of the major properties changed during the project -- and the new owners had different viewpoints and different priorities than the original group. Their new priorities dictated design revisions that could possibly have been avoided had there been more vigorous grass-roots support for the initial design. PBS&J might have been able to achieve this by using video imaging at the local meetings, but this technology, which is now quite widespread and affordable, was a million-dollar investment when this project was active.

6. How might this project be instructive to others in your profession?

This project is an excellent example of successfully resolving multiple demands from different interest groups and regulatory agencies -- without resorting to an undistinguished design that doesn't make any group really happy. The design features were carefully chosen with the users' needs and local conditions in mind. The surfaces were specially treated to reduce slipperiness, again with the needs of the elderly in mind. The Art Deco color scheme is very subtle, and is compatible with its surroundings. The design also reflects innovative construction techniques. The surfacing employs a polymorphic resin that was originally developed for use on tanks for the military; it is not only non-slip, but resistant to cracking and fading. The colors have not faded despite the intense tropical sun.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

This project was built for all the people to enjoy, and they are doing so, in ever growing numbers. Foreign directors and location scouts routinely choose this area as a backdrop for their models or actors. If the area continues to hold its beauty, with minimum maintenance and upkeep, which we expect, then there is no reason it should not be a permanent favorite with sunbathers, joggers, young parents, elderly mah-jongg players, and all the other users from honeymooners to retirees.

This sheet is to be filled out by a professional who worked on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided

Name William Rosenberg Title Landscape Architect
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Signature William Rosenberg

1. What role did you or your organization play in the development of this project?

We served as Landscape Architects, aiding the prime consultant, Kunde, Sprecher, Yaskin (KSY) Engineers in review of proposed sidewalk/street alignment, location and selections of plantings, design of irrigation system, and presentation of landscape concepts to the City and citizens. We prepared contract documents for planting and irrigation and oversaw installation.

2. From your perspective, how was the project intended to benefit the urban environment?

The sidewalk and street improvements support a regeneration of the neighborhood begun when innovative developers recognized the value of the Art Deco buildings and began renovating the hotels along Ocean Drive. The street R.O.W. required improvement to complement the private initiatives that were taking place. Increased traffic, particularly pedestrian, required expansion and improvement of the original 5 foot wide sidewalk to 15 feet wide. This provided space for street tree plantings, and space for large throngs of strollers to stop in front of outdoor cafes to enjoy live music which adds life at various points along the street. Wisely, the roadway itself was not enlarged (though drainage was improved), thereby maintaining the pedestrian scale, and requiring just a few feet of encroachment into the beachfront park on the east side of the street.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

The increased pedestrian capacity supports and encourages a pedestrian experience (rare in Dade County) which is spilling over into adjacent blocks and contributing to the economic viability of businesses which are directing their marketing efforts to pedestrian activity.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

Location of street trees was carefully scrutinized by adjacent property owners, to make sure that signs, views, etc. were not blocked. We re-located trees (Coconut Palms) when possible without losing the integrity of the pattern and spacing.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

We designed the irrigation system (an innovating totally underground system with no visible sprinkler heads) to minimum specifications. We would increase pipe sizes to increase water flow, which was critical during initial watering-in of plants. This required additional expensive watering by water truck, rather than automatically by the underground system.

6. How might this project be instructive to others in your profession?

The irrigation concept has proven to be ideal for widely spaced, isolated trees in an urban environment, and should be used again.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Plant material is still thriving; people continue to enjoy the pedestrian experience.

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

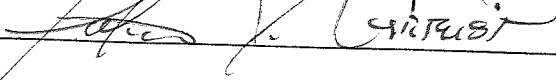
If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name John D. Greist Title Chief Civil Engineer

Organization Kunde, Sprecher, Yaskin & Associates, Inc. Telephone (305) 238-8090

Address 9765 S. W. 184th Street, Miami, Florida 33157

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1. What role did you or your organization play in the development of this project?

2. From your perspective, how was the project intended to benefit the urban environment?

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

PROJECT REPORT

Design, engineering and construction inspection of two lane roadway from 5th Street to 15th Street (1 mile), and 15th Street from Ocean Drive to Collins Avenue. The project included parallel parking spaces on both sides of roadway, widening and repaving of street, widening sidewalk to 15' with a "red" finish, curb and gutter, storm drainage, new 24" water main, improved park and street lighting, and extensive landscaping along the entire corridor.

1. What role did you or your organization play in the development of this project?

Kunde, Sprecher, Yaskin & Associates was responsible for the design and construction administration of the roadway reconstruction. Working from the conceptual plans prepared by the City, Kunde, Sprecher, Yaskin designed, prepared construction documents, for the demolition and reconstruction of the roadway and sidewalk to enhance and compliment the renovated buildings and park along Ocean Drive. The project included a drainage system that previously hadn't existed along Ocean Drive, and a 24 inch water transmission and distribution main to provide additional fire protection and water service to the residents of south Miami Beach. The sidewalk on the west side of the street was widened from 5 feet to 15 feet, by shifting the roadway away from the buildings, providing a promenade effect along the buildings. These sidewalks were tinted to match the Miami Beach "red" color used throughout the City. Palm trees were planted at approximately 50 foot intervals along the sidewalk. Planters were constructed at the corners of intersections in which palms, ground cover and other complimentary trees were planted.

2. From your perspective, how was the project intended to benefit the urban environment?

To increase pedestrian traffic, and improve vehicular traffic and movement along the project corridors. Improve aesthetics and safety factor for residents and visitors in the area, and create a pleasant atmosphere, as well as a sense of identification for the community.

The project represented the commitment by the City to provide the infrastructure and environment needed to compliment the rejuvenation of the buildings along Ocean Drive and to provide an atmosphere that would provide additional incentive for the rejuvenation of remaining buildings along Ocean Drive and the neighboring community. The project represented one aspect of a multi-fold plan to revitalize a blighted and dilapidated area of Miami Beach and restore the area to the vitality and appearance that it enjoyed in the 1930's and 1940's.

3. Describe the project's impact of its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

Increase in number of businesses opened, (hotels, restaurants, clubs, cafes, boutiques) over the past year. Increase in number of tourists and local visitors to the area, and creating new jobs for residents.

One does not need data or statistics to see the major impact that the project has had on the Ocean Drive district. Restaurants have spilled out onto the sidewalk with tables for patrons. Ocean Drive has become a virtual traffic jamb during weekends, and is almost as busy during the week. Families now make up a significant proportion of the beach goers. On any given day, at least five fashion photographers and two movie crews can be found along the one mile stretch of Ocean Drive. The number of buildings under renovation has notably increased despite the slow-down in construction in South Florida. Airlines such as U.S. Air now list the project as one of the "must see" Miami attractions in their inflight magazines and the Miami Herald and other local publications also recommend Ocean Drive. National newspapers such as the New York Times have published articles specifically about the Art Deco District and Ocean Drive. Local concerts are performed in Lummus Park. Ocean Drive was selected as one of the five sites in Miami for the last broadcast of the Today show from Miami and was selected by Gloria Estefan of the Miami Sound Machine as the set for her music-video. And when you talk to Miami residents, they no longer consider Ocean Drive as an area of run-down hotels where crime is rampant, but now think of Ocean Drive as the "in-spot" of Miami both day and night.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

The continued operation of businesses along Ocean Drive and the input of property owners was a major concern. Older businesses were struggling to survive and new businesses in the renovated buildings were struggling to survive with the high investment costs that they were trying to recover. Indeed, before construction began, three recently renovated buildings went into foreclosure.

It was recognized that construction would impact these businesses and that the construction should be designed and sequenced to minimize the impact on these businesses. From the beginning of design, the City arranged for the public meetings to keep the property owners informed about the project and solicit and consider comments. Before the project

went to final design, the entire project was prepared showing in detail, on panoramic photographs, the final project down to the location of every palm tree that was to be planted. Public comments were carefully considered, and the project was modified accordingly. The modifications even included the adjustment of the location of the palm trees to maximize the view from the second floor of the buildings and maximize the visibility of marques.

The project was a cooperative venture of Kunde, Sprecher, Yaskin and Associates, the City, and the public to the extent that the sequence of construction was redesigned at no additional cost by KSY. The City recognized the need to delay construction on the project in an effort to reduce the impact on the businesses along Ocean Drive. The cooperative effort of all parties concerned was responsible for the ultimate success of the project, without a single business folding, and without any additional foreclosures.

5. What was the least successful aspect of the project? With hindsight what would you now do differently?

The cooperation and competence of the team made this project extraordinarily successful. The Planning Department of the City of Miami Beach had performed a superb job of defining the project goals that formed the basis for the project. The team only needed to develop the technicalities to meet these goals while minimizing the impact to businesses. Since all were headed in the same direction, this did not present a problem.

The only regret that this consultant has is that the approval of the Florida Governor and the Cabinet was overlooked which delayed the project for several months. In that the project is in the "Coastal Control Zone", under Florida Law it requires approval of the Florida Department of Natural Resources, the Florida Cabinet and the Governor. This approval process was not considered when the original schedule for the project was established. The delay, however, moved the construction into the summer months and out of the peak tourist season.

6. How might the project be instructive to others in your profession?

The project represented a cooperative effort which was attainable because of the common direction established at the beginning of the project. This project is typical of most projects. The Planning Department had "done its homework" and had established a mutually agreeable plan for the project. The Public Works Department, the property owners, and KSY engineers were able to take this plan, and implement it.

The Planning Department had performed a highly a professional

job of developing the scope of the project; and the Public Works Department and the consultant had listened to the community. It is the extensive effort in planning and the fact that the Public Works Department worked with the community that made this project so successful.

7. If, five years from now, you were to judge that this project was still successful, what would convince you of that fact?

We don't need to wait five years to see if this project is successful. The response to Question No. 3 shows that it is already successful. Changes to Ocean Drive were major, long term improvements; short term effects were not considered other than the immediate impact on businesses. The project was designed for the long-term benefit of the community and the fact that it has resulted so quickly with short-term benefits simply guarantees the long-term success of the project. The same parameters should be adopted in five (5) years that have been used to develop the project and judge it's success to date.

Due to this project's success we would expect to see continued investment in the area; attraction of more tourists and residents utilizing the businesses and services in this district; expansion of the development/renovation of the other historic buildings, and improvements of adjacent corridors, to improve pedestrian and vehicular traffic flow, and improve safety factors, (reduced crime and accidents) in the areas.

**PUBLIC
AGENCY
PERSPECTIVE**

PUBLIC AGENCY PERSPECTIVE

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Jud Kurlancheek

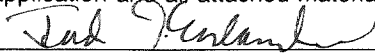
Title Director

Organization Dept. Historic Preservation and Urban Design

Telephone (305) 673-7819

Address 1700 Convention Center Drive, Miami Beach, FL 33139

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1. What role did your organization play in the development of this project?

The Historic Preservation and Urban Design Department was formerly a division of the City's Planning Department. The division was responsible for organizing the original Ocean Drive Task Force, arranging meetings, and the drafting the original Ocean Drive Plan. The division, therefore, created the schematic design for all street and park improvements that were later implemented. The division also drafted the historic designation of the Ocean Drive/Collins Avenue Historic District and design guidelines for the neighborhood. The division, with the Public Works Department supervised the consultants during the design phases of the street and park improvements and is staff to the City's review boards which review private sector improvement projects. The new Historic Preservation and Urban Design Department continues to work with the area property owners and community groups for the promotion and preservation of Ocean Drive.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

As the authors of the original planning study and the zoning amendments, the Planning Department was responsible for regulations protecting the public's interest on Ocean Drive. The primary regulations included:

1. Requirement that a building must be completely rehabilitated before being eligible for new uses under MXE Zoning;
2. Establishing design review guidelines to protect the character of historic buildings;
3. Establishing limits on new construction to insure compatibility with historic buildings and neighborhood;
4. Providing incentives for reinvestment;
5. Preparing and processing the designation report for the Ocean Drive/Collins Avenue Historic District.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The project was intended to enhance the unique qualities of an urban/historic/seaside neighborhood, to protect each of these environments and see that they are successfully integrated. The intent was to promote the pedestrian character and provide a working example of the success of historic preservation to encourage revitalization throughout the South Beach area. These intentions have remained with the project. From time to time tradeoffs were made as new property owners with new ideas came into the picture, but this has not resulted in any major compromise.

-
4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

The success of Ocean Drive can be seen the increase in restoration activity as recorded by the Design Review Board and the opening of so many new businesses (see project profile). The success is also measured in the change in the attitudes of the property owners and general community toward preservation, pedestrian character, and citizen involvement. These are now readily accepted concepts, but were not when the Ocean Drive planning process began in 1984.

5. What about this project would be instructive to agencies like yours in other cities?

One of the factors in the success of Ocean Drive and Lummus Park is the use of the existing environment as the model for the revitalization. Each neighborhood has its own character which, although it may be humble in comparison to others, this character should be the focus of any revitalization effort.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

If more buildings are rehabilitated and the rehabilitated buildings are well maintained, if there are still crowds pedestrians on the street, and if the character of Ocean Drive has remained the project will have been a success.

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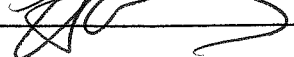
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Name HARRY S. MAVROGENES Title DIRECTOR

Organization ECONOMIC & COMMUNITY DEVELOPMENT Telephone (305) 673-7193

Address 1700 CONVENTION CENTER DR., MIAMI BEACH, FL 33139

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1. What role did your organization play in the development of this project?

The Economic and Community Development Department took an active role in the marketing of the Ocean Drive area to developers, tourists, new business owners and potential residents. Financing packages were presented that supplemented private dollars for rehabilitation with public programs such as the multi-family rehabilitation program and commercial revitalization program. Seminars on the tax incentives through the State of Florida Enterprise Zone program were also held to inform property owners of the rebates that they would be eligible for since the South end of Ocean Drive is located within a State enterprise zone.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

It was required that any renovations to the streets, parks or beachfront had to be complementary to the hotels across from the beach to permit the flow of pedestrian traffic. The design also had to conform to the Miami Beach Zoning Ordinance, State Coastal Construction Control Regulations, Design Review Board and Historic District Regulations.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

It was envisioned that the urban revitalization of the Ocean Drive area would foster a commitment and sense of pride in the project through the cooperative involvement of various citizen and governmental groups. Also, by making the area more attractive and enjoyable, more tourists and local consumers would come to the area. The improvement of public property will foster additional private investment in the area. The attraction of additional tourists and local consumers will also increase the amount of money spent on Ocean Drive on hotels, food and other products. This new business will translate into jobs for the residents and profits for the businessmen. It is estimated that this project will result in the creation of 600 jobs and retention of 100 jobs.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

In addition to the additional jobs generated by this project, a new and energized fashion shoot industry has been attracted to the District. Five business related to this industry have located on Ocean Drive, creating a minimum of 50 new jobs. The project has also increased the tax base of the City by a total of approximately \$650,000, not only because of improvements to public works but also due to the investment by property owners.

The information needed to determine the net increase in personal/property and income/employment tax is unavailable. However, there has been a tremendous increase in the amount of resort taxes that are collected city-wide. Much of this increase can be attributed to the improvements on Ocean Drive that have attracted additional tourists and frequent visitors.

The Ocean Drive urban revitalization area is a project which has successfully combined aesthetics and utility. The art deco design and historic integrity of the buildings has been preserved and further enhanced by the street improvements and landscaping. The design accounted for the characteristics of the users and the types of activities that they would be involved in. The design provides easy access and attractive surroundings.

5. What about this project would be instructive to agencies like yours in other cities?

It is important for government to foster cooperation with private investors and to seek their input in the design and implementation of a project. These individuals will be the most directly impacted and they have ideas on how they would like the project to look and work. While the project is being formulated, implemented and maintained, it is vital that an aggressive marketing and management program educates and mobilizes the investors as well as consumers and residents.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

If we were to judge this project five years from now, it would be important to see a continued growth in the tax base and increased expenditures by private investors to rehabilitate existing buildings on Ocean Drive. Also, we would hope to see increased investment in the rehabilitation of existing buildings along Collins Avenue, which lies to the West and runs parallel to Ocean Drive. Eventually we would like to see this trend continue toward the interior of Miami Beach. We would also like to see continued growth in the retail and entertainment businesses which are moving to the area.

PUBLIC AGENCY PERSPECTIVE

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Name Richard A. Gatti Title Director of Public Works
Organization City of Miami Beach Telephone (305) 673-7620
Address 1700 Convention Center Drive, Miami Beach, Florida 33139

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Signature Richard A. Gatti

Richard A. Gatti

1. What role did your organization play in the development of this project?

The Public Works Department was responsible for the following:

- * Development of construction documents through a consulting firm.
- * Coordination of construction of various utilities including water, sewer, streetlights and traffic devices.
- * Construction Administration of entire project.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

- * Public benefit participation of property owners in range of 50% of cost.
- * Property owners organization meetings were scheduled weekly to coordinate private and public construction and to coordinate public construction while maintaining continuing access to private business frontage on project.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The intent of the project was to enhance the public areas and stimulate economic growth in the tourist industry. The intentions of the project were carried out and actually intensified as the project developed. Because of the many variables, it would seem prudent to spend more time and dollars in the planning and engineering phase to eliminate complications in construction.

-
4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

Not applicable to Public Works involvement.

5. What about this project would be instructive to agencies like yours in other cities?

The process of public and property owner input. By having weekly meetings with key owners made it possible to maintain business activities during construction with the least amount of disruption. Property owners were also contacted on a daily basis on the status of the project and how it would impact the specific business and activities. This allowed property owners to plan and schedule events around major disruption periods of construction.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The success of the business community measured by number of occupants of hotels, the vitality of business responding to tourist trade such as restaurant and shops principally the economic vitality of the area.

OTHER PERSPECTIVE

OTHER PERSPECTIVE

Name LES BEILINSON, A.I.A. Title ARCHITECT/PRESIDENT
Organization BEILINSON ARCHITECT P.A. Telephone (305) 559-1250
Address 700 N.W. 107th AVENUE, SUITE 102; MIAMI, FLORIDA 33172

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1. What role did you play in the development of this project?

THE FIRM, BEILINSON ARCHITECT P.A., HAS BEEN THE ARCHITECT FOR THE RESTORATION/REHABILITATION AND ADAPTIVE USE OF 12 BUILDINGS IN THE PROJECT AREA.

2. From your perspective, how was this project intended to benefit the urban environment?

THIS PROJECT HAS STIMULATED AN ENORMOUS AWARENESS OF THE HISTORICAL RESOURCES OF THE CITY, AND HAS SERVED AS A CATALYST FOR REVITALIZATION OF A LARGE PORTION OF THE CITY OF MIAMI BEACH.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

THE DEVELOPMENT ACTIVITY AND THE REVITALIZATION IN THE PROJECT AREA HAS GENERATED AND STIMULATED SUBSTANTIAL ECONOMIC ACTIVITY THROUGHOUT THE SURROUNDING PROJECT AREA. RENTAL RATES ON REHABILITATED RESIDENTIAL APARTMENTS ARE THE HIGHEST IN DADE COUNTY. THE PROJECT AREA SERVES AS A MAIN ENTERTAINMENT CENTER FOR THE COUNTY. THIS IS ONE URBAN AREA THAT IS NOT GOING THROUGH THE RECESSION THAT IS AFFECTING THE REST OF THE COUNTRY.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

ACTUALLY, THERE WERE NO COMPROMISES THAT WOULD AFFECT THE QUALITY OF THE PROJECTS MADE; THERE WERE INCENTIVES TO PROPERTY OWNERS THAT WERE PROVIDED TO ENCOURAGE RESTORATION AND REHABILITATION.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

I DO NOT FEEL THERE IS ANY REAL UNSUCCESSFUL ASPECT OF THE PROJECT, I THINK THAT THE REVITALIZATION OF THE PROJECT AREA IS BEING DONE AT A RATE FASTER THAN ORIGINALLY ANTICIPATED.

6. What can others learn from this project?

URBAN REVITALIZATION REQUIRES A CONCERTED EFFORT BETWEEN PRIVATE DEVELOPERS AND THE PUBLIC SECTOR. THE RESTORATION OF AN URBAN AREA NEEDS TO BE MARKET DRIVEN, IT CANNOT BE FORCED THROUGH LEGISLATION.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

I BELIEVE THAT THE SUCCESS OF THE PROJECT AREA WILL SPILL OVER TO THE ENTIRE CITY OF MIAMI BEACH, WHICH WILL RESULT IN A THRIVING URBAN ENVIRONMENT THAT WILL HAVE AN IMPACT ON ALL OF THE GREATER MIAMI AREA.