TOWN OF

LAUDERDALE
BY-THE-SEA

UNIVERSITY OF MIAMI
COMMUNITY DESIGN AND DEVELOPMENT WORKSHOP

FINAL PLANNING, DESIGN AND DEVELOPMENT
STRATEGIES AND RECOMMENDATIONS
JULY 25, 2011

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This is the final report for the University of Miami Lauderdale-By-The-Sea Workshop, conducted in May of 2011.

Graphics, charts and bulleted text appears in each slide and some additional written descriptions and details are provided in the notes section of many slides.

Printing: in Powerpoint's print dialog box choose "Notes" for the "Print What:" setting to print these notes along with their respective slides.

You may also choose to print multiple slides on a single page along with the notes.

A complete record of the verbal presentation with recommendations and insights from individual team members is available in the "Commission Workshop rebroadcast" of May 26, 2011 on the town's website at:

http://lbts.granicus.com/ViewPublisher.php?view_id=2 (or go to the home page, http://www.lauderdalebythesea-fl.gov/, and click on the "Video" tab).

The workshop enjoyed strong support from the community including many business owners who provided meals and affordable accommodations for the team, elected officials many of who met individually with team members, and town staff and consultants who did an excellent job preparing for the workshop and providing the team with the key materials and the technical maps and information that was required.

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ACKNOWLEDGEMENTS

3

TEAM INTRODUCTION

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Bachelor of Architecture

Master of Urban Design

Master of Real Estate Development + Urbanism

Dean, Faculty & Program Staff

2000 WORK HOURS
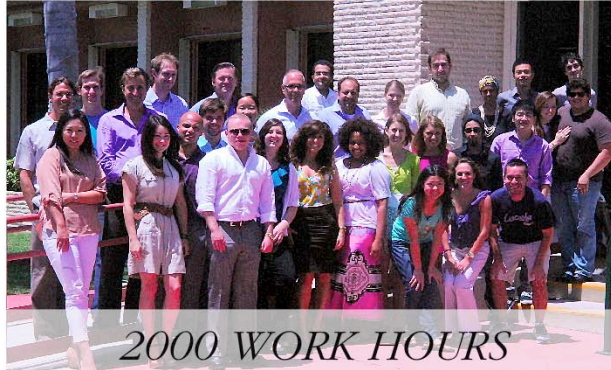
The workshop team tapped the expertise from students, faculty and alumni in architecture, urban design and real estate from the University of Miami School of Architecture. A team of 30 people held public workshops, conducted individual interviews and meetings with business owners, property owners, agency officials including Florida Department of Transportation staff, and many other community leaders, citizens and stakeholders at the Town Hall and off-site.

Each team member applied their particular expertise and collaborated on sub-teams for each study area ensuring an interdisciplinary approach was applied to perform analyses and develop strategies and alternative implementation scenarios during a week-long workshop. Overall the team put in an estimated 2000 hours of labor in completing the workshop.

The preliminary results were reviewed and documented back at the University after the workshop, enhancing and scanning all of the drawings produced, finalizing spreadsheets for cost estimates, and writing up their presentation notes and strategies included here in the notes section of the presentation slides.

GOAL OF PLANNING EFFORTS

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Building on the Town's History and Prior Planning Efforts

- This workshop tapped the expertise of students, faculty and alumni in architecture, urban design and real estate at the University of Miami School of Architecture.

- Study areas were identified by the town.

- The workshop was focused on identifying implementation strategies to implement the results of prior plans and studies, with critical input from citizens, business and property owners, many of whom participated in prior planning efforts.

- The team generated alternative urban design, development and community building strategies for improving specific streetscapes, public facilities and business areas of Lauderdale-By-The-Sea that build on the town's unique character and history.

5
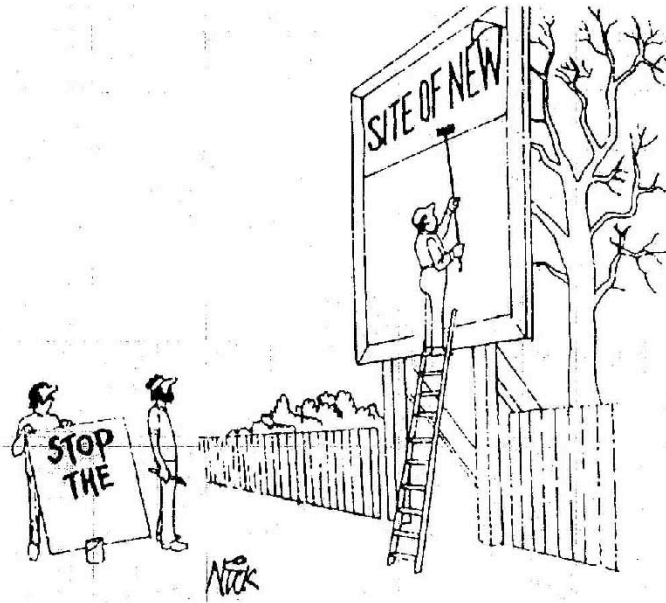
Community building and the public process

There is a long history of citizen participation in the town's planning and development. Citizens acted in the 1970s to enact height limitations for development in the town to preserve the low-rise character of the community and prevent the spread of high-rise development from surrounding communities.

Community building and the public process

The public process here and elsewhere often involves citizens getting organized to prevent unwanted development and change.

- NIMBY, CAVE, BANANA
- Jane Jacobs vs Robert Moses
- Charleston preservation
- Miami Beach renaissance
- Freeways-to-Boulevards (Embarcadero in San Francisco, Milwaukee, Seoul)
- LUTRAQ in Portland

Some of the most important actions for protecting and creating livable communities begins with citizens organizing to stop something undesirable from happening!

...but then what?

As this slide illustrates, some of the most important actions for protecting and creating livable communities begins with citizens organizing to stop something undesirable from happening. These efforts have included many famous individuals and community groups that succeeded in preventing destructive urban renewal, highway projects and inappropriate development from destroying the community character and quality of life. Places like Miami Beach and Charleston acted to preserve and reinvest in their historic buildings, including small hotels similar to those in LBTS. The challenge then becomes identifying the positive community vision, plans and practical implementation strategies for achieving the community's preferred future, one that can preserve and enhance the desired character and quality of life while maintaining an economically viable community that does not slip into decline and blight.

Real Towns are Not Museums – Change is Inevitable

Henry Ford's Historic Greenfield Village

Outside of a Colonial Williamsburg or Henry Ford's Greenfield Village, it is impossible to freeze a community in time. Real towns are not museums, and they require viable businesses and a continuous reinvestment in housing, business areas and the public realm of streets, public spaces and public services to maintain a good quality of life.

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West Palm Beach - pre-revitalization

early 1990's

Real towns are a patchwork of hundreds or thousands of individual properties owned by individuals, stitched together by streets and sidewalks built and maintained by local, state and federal transportation departments, and interspersed with public buildings, parks and services supported by the local community. Community's face persistent challenges to renew themselves over time and prevent deterioration and decline as demographic, lifestyle transportation, communication and retail trends change.

This slide shows the historic 1920s Spanish Revival church which was the last building standing in the middle of what was once a vibrant section of downtown West Palm Beach, cleared and targeted for a massive redevelopment project that went bankrupt in the early 1990s recession. It would take another decade for the City to put together a plan, resources and a private development partner to transform this area into City Place, undoing some of the damage and bringing some relief to the city's devastated tax base.

Simple, narrowly conceived solutions are often more destructive than helpful. Urban renewal, "white elephant" economic development strategies such as downtown shopping malls, convention centers and sports stadiums, and automobile-oriented strategies that emphasize road-widening and "convenient parking" over community character and walkable neighborhoods have destroyed many historic neighborhoods and towns…
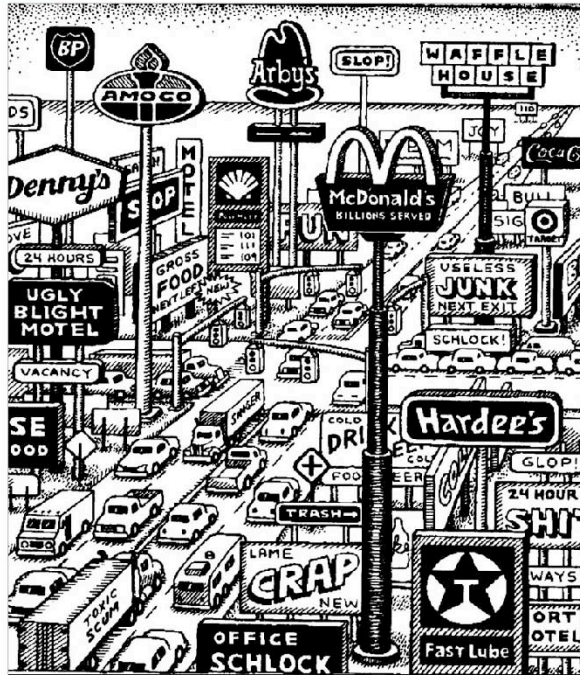
…resulting in cartoon versions of suburban sprawl

This cautionary tale is that we need to avoid "loving our communities to death" by taking a proactive stance to plan the future and reinvest in our towns so that they will continue to provide a high quality of life. Doing nothing is not an option and can quickly degenerate into a spiral of decline.

The challenge for the workshop team and the community is how to have a sustainable community and a sustainable business base that is consistent with the vision the community has for itself, that helps preserve all the things that you love but can also help pay for the things you *want* like parks, shaded, walkable streets and sidewalks, and the beautiful beaches.

May 21-26, 2011 Workshop

ENGAGING CITIZENS IN THE DESIGN PROCESS

Photos from the Saturday public workshop (May 22, 2011)

STUDY AREA

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STUDY AREA 1:
Commercial Boulevard

STUDY AREA 2:
A1A Corridor

STUDY AREA 3:
Town Hall

STUDY AREA 4:
Large Hotels

STUDY AREA 5:
Small Hotels

15

Study areas/teams:
1. Commercial Boulevard from the intercoastal "eastern gateway" to the beach, including much of the town's shops and restaurants
2. A1A corridor from the southern gateway all the way to the north
3. The Town Hall area including the town hall, fire, police and senior center facilities and proposed park
4. Two large hotel properties with unique rehab and redevelopment opportunities
5. A subarea team focus on potential design and business strategies for the small hotels

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- Highlights from citizen and stakeholder meetings:
  - Citizen input:
    - Saturday citizens' workshop,
    - 2 dozen site visits/meetings with business and property owners
    - Dozens of citizen visits to the open studio throughout the week
  - Preserve what we love:
    - Keep it low-rise, human scale
    - Quiet neighborhoods, El Mar, the beach, small hotels, locally based businesses…
    - Affordable place to live
    - Good quality of life
  - Improve what we don't like:
    - Make it more walkable
    - Manage the cars – slow-down traffic, fix parking, improve signage
    - More parks, places and spaces for community activities
    - Maintain and improve "run-down" commercial areas; bolster local shops, restaurants and services
    - Stronger identity/sense of place when you enter LBTS

16

The team held a large public workshop and conducted dozens of meetings and interviews with individuals and small groups throughout the week.
This slide includes some of the highlights from the citizen workshop and stakeholder meetings. There are many more items and the team took extensive notes. This list of bullets includes some of the common, recurring themes.

STUDY AREA 1: REHAB/REDEVELOPMENT STUDY FOR

COMMERCIAL BOULEVARD

17

SUMMARY OF RECOMMENDATIONS

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**Marina Plaza/
Intercoastal Gateway**
- Beautify western entry and create pedestrian connection to the intercoastal waterway
- Create strong connection to the basin & create Marina Plaza
- Streetscape improvements: create a safer, high quality pedestrian corridor that connects to the beach

Pelican Square
- Relieve Traffic Congestion

Market Square
- Provide Convenient Parking
- Create Identity
- Build value via a link to the basin amenity

The study area was divided into three districts based on existing infrastructure, character, and market analysis. The proposals for each district vary based on existing conditions and opportunities to create value and a stronger sense of place by enhancements to the public realm and leveraging amenities such as the intracoastal waterway and basin/marina.

The proposals also present alternatives requiring low, medium and high levels of intervention, ranging from securing opportunistic locations for convenient parking and modest street reconfiguration in the Market Square district to the substantial redevelopment and addition of lined parking garages on the western most blocks of the Marina/Plaza/Intercoastal Gateway district, and the mid-range strategies for the blocks with deed-restricted parking areas on the blocks in the middle of the corridor near the basin.

The intention is to highlight a variety of strategies – a "menu of options" - involving public investment, private development and public-private partnerships that could be employed in most locations along the corridor depending on the potential resources and partnerships that can be assembled.

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Market Square Parking Strategies: acquire or encourage conversion of empty lots to add convenient parking adjacent to shops. Screen parking from streets with hedges, low walls or kiosk-type structures that enhance pedestrian character. Acquire sites for desired infill development or a parking garage to serve larger area/multiple properties and users.

19

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New entrance providing better
access to underused public parking

25 spaces   20 spaces   6 spaces

Total of 51 potential public parking spaces

20

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- Create and support an organization to coordinate marketing, management (shop hours, parking, lighting, façade improvements, visual merchandizing) and upgrade the mix of tenants, e.g., a strong Merchant Association, Main Street Program, Business Improvement District.

- Promote a unified brand/identity for the shopping areas, recognizing and emphasizing the different retail niches at the beach, Market Square, Marina Plaza and the Intercoastal Gateway

- Create a Retail Window Film Program marketing the *vision* not the *vacancy* (see good examples in Coral Gables and Hollywood, FL)

21

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Project the **VISION**

22

STRATEGIES FOR VACANT STOREFRONTS

Not the **VACANCY**

23

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INEXPENSIVE STREET IMPROVEMENTS
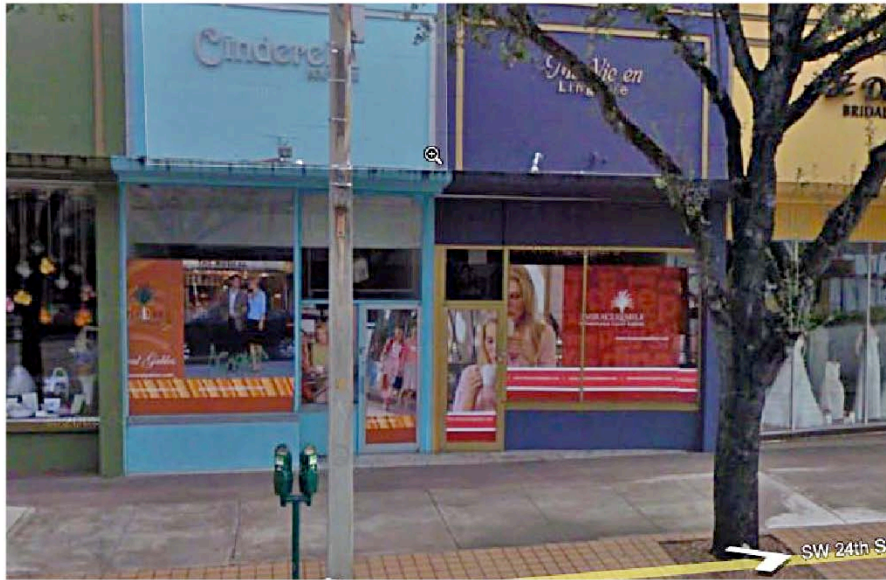
- Add/improve crosswalks to connect opposite sides of street (textured surface, paint, shorter signals for crossing)

- Add shade trees to encourage walking, locate and trim trees to maintain clear views to shopfronts

- Improve way-finding to promote underutilized stores and encourage parking with attractive "Main Street" signage

24

TENANT IMPROVEMENT GRANT

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- Reimbursement for qualified tenant build out
- Meets financial gap between property owner and tenant and encourages the attraction of quality retail and restaurant businesses to Lauderdale By the Sea
- Requires 5 year leases
- One-to-one matching with a maximum amount

25

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26

[Aerial View of Pelican Square District of Commercial Boulevard showing existing central median; inadequately sized, unshaded sidewalks; existing angled parking]
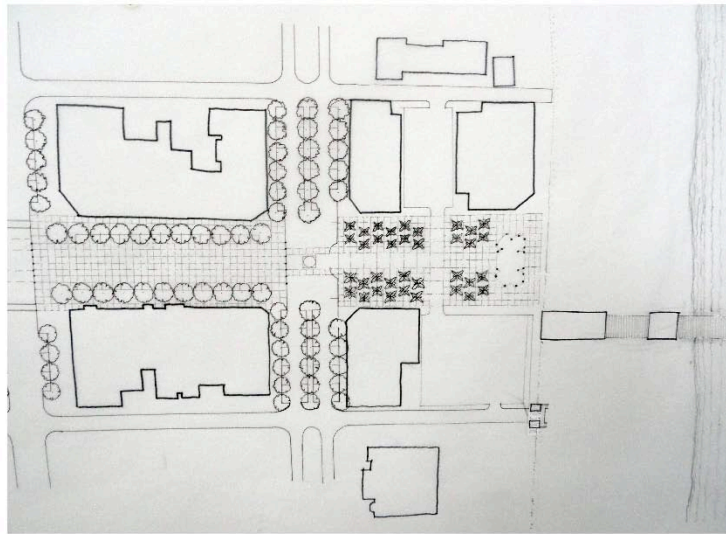
27

[Proposed Plan for Pelican Square District of Commercial Boulevard showing all central medians removed to open ocean vista; vehicular access permanently blocked east of El Mar Boulevard; new operable bollards can be used to temporarily block vehicular traffic east of A1A during special events; streets repaved with an attractive permeable paver system; parking west of El Mar reconfigured from angled to parallel; curb-less sidewalks increased to 10'-width with Date Palm planters, lighting, and outdoor seating]

The proposal for Pelican Square, the most urban portion of Commercial Boulevard, removes the center medians and opens up the beautiful vista out to the ocean. East of El Mar Drive, the parking spaces will be eliminated, the street paved with a permeable paver system, planted with Date Palms and adorned with outdoor seating areas. Vehicular access will be limited to only entering the Aruba's lot or the beach parking lot in front of the Beach Café; cars must exit directly from these lots. This will alleviate much of the congestion and allow pedestrians to roam freely. Between A1A and El Mar, the small median will be removed and the street will become a curb-less, flexible space, paved with a permeable paver system and allowing for the "Main Street" feel and character of Lauderdale-By-The-Sea to be extended up until A1A.

The parking will be converted from angled parking to parallel parking in order for the sidewalk/pedestrian area to increase. A series of bollards, that are either removable or can be lowered into the ground, can be placed at the eastern portion of the Commercial and A1A intersection in order to help block off traffic on Friday and Saturday nights when concerts or other events are taking place. During the day, however, the space will continue to operate as it currently does, with two lanes of traffic and two turn lanes. Lighting fixtures can also be added to add to the outdoor ambience, possibly with string of lights creating a canopy similar to Larimer Square in Denver. ~Alicia Rabadan

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[View looking east down Commercial Boulevard from A1A showing existing median obstructing vista to ocean; existing angled parking.]

29

[View of Pelican Square Proposal looking East down Commercial Boulevard from A1A showing central medians removed; new operable bollards; curbless sidewalks with planters, lighting, and outdoor seating; street re-paved with permeable pavers and strings of overhead lights enhancing the nighttime ambience]

CURB-LESS "SHARED STREET"

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Example of a curb-less, "shared street" design

(photorealistic rendering of proposal for "Restaurant Row" in Coral Gables by C3TS)
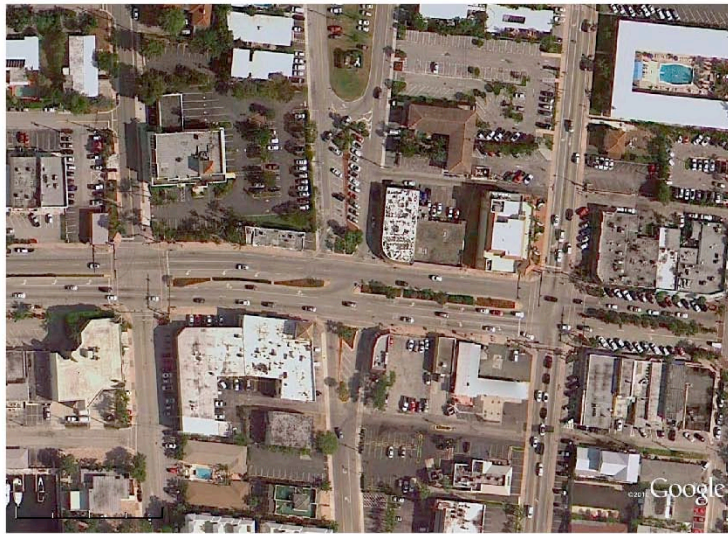
[Aerial View of Market Square District of Commercial Boulevard showing existing central median; inadequately sized, un-shaded sidewalks; existing parking on the hiatus between Bougainvillea Drive and Poinciana Street; and existing gas station at critical juncture of Commercial Boulevard and A1A]
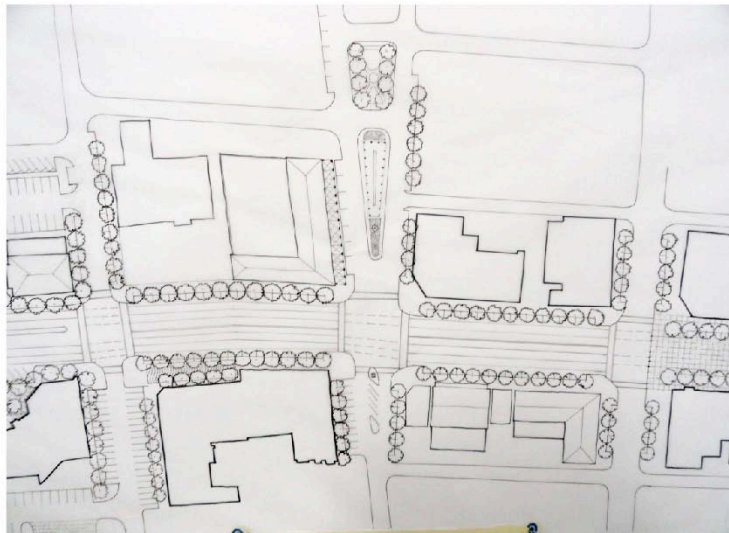
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32

[Proposed Plan for Market Square District of Commercial Boulevard showing central median removed; new on-street parking; sidewalks increased to 10'-width with planters; new open air market/covered parking on the hiatus between Bougainvillea Drive and Poinciana Street; and a new Welcome/Visitor Center at the corner of Commercial Boulevard and A1A]

The two blocks in between A1A and Seagrape Drive make up a transitional zone which signals to the pedestrian that they are leaving the downtown beach area and entering the more suburban, automobile-oriented district of Lauderdale-By-The-Sea. Existing conditions cause people to abruptly stop walking west on Commercial Boulevard as the sidewalk narrows and the street becomes more hostile to pedestrians and walk back towards the beach. This proposal seeks to unify the two areas of Commercial Boulevard and to give an identity to these blocks.

The center median will be removed in order to extend the vista out to the ocean as well as to accommodate on-street parking on both sides of the road, buffering the pedestrian from vehicular traffic. The sidewalks will increase to a width of 10 ft and shade trees are added. An open-air market building is envisioned on the strip of parking between Bougainvilla Dr and Poinciana St, which takes advantage of the interesting geometry that currently exists. This would be a great place for farmer's markets, and it could be used as covered parking when such events are not taking place to benefit the church and nearby businesses. Over time the plan envisions the gas station relocated and replaced by a building with a tower element framing the street, holding this important corner of A1A and Commercial Blvd. This is an ideal spot for the Welcome/Visitor Center. ~Alicia Rabadan

[View looking North from Commercial Boulevard at Poinciana Street showing existing parking on the hiatus between Bougainvillea Drive and Poinciana Street]
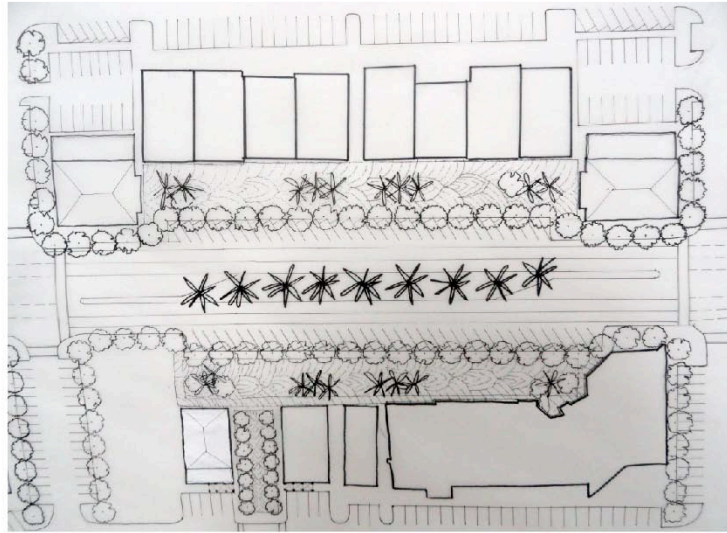
[View of Market Square Proposal looking north from Commercial Boulevard at Poinciana Street showing covered market/parking]
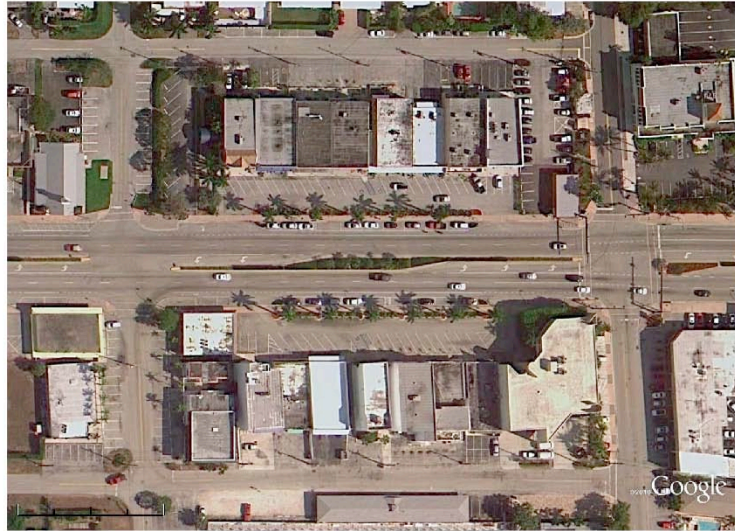
[Aerial View of block west of Seagrape Drive in Marina Plaza District of Commercial Boulevard showing existing central median; parallel on-street parking; and angled parking in the public frontage]

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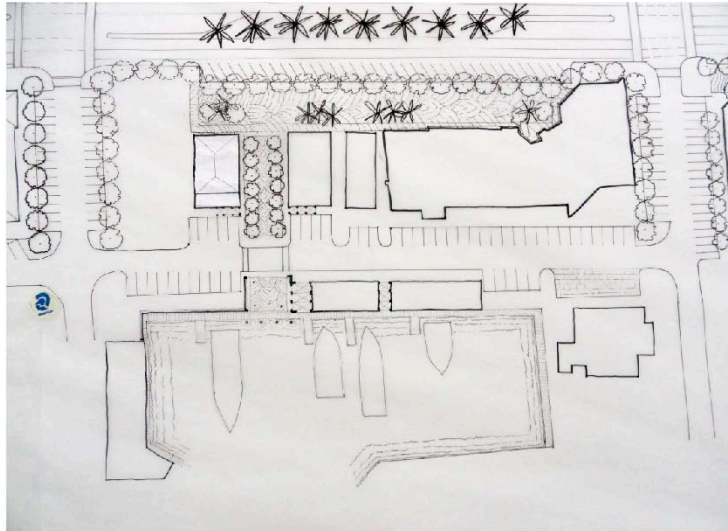UM Community Design & Development Workshop

36

Marina

[Proposed Plan for the block west of Seagrape Drive in the Marina Plaza District of Commercial Boulevard showing existing central median; new angled on-street parking; plazas outfitted with planters, lighting, and outdoor seating replace existing parking]

The block west of Seagrape is currently very suburban in character, with buildings set back far from the street and very little attraction or protection from the sun for the pedestrian. In order to beautify and unify the look of this more auto-oriented area, a short-term solution would be to re-stripe the parking in the opposite direction to allow drivers who have passed the businesses to circle the block and still enter the lot. However, our long-term proposal replaces the parallel parking along Commercial with angled parking to gain a few extra spaces. It also takes advantage of these deep setbacks by creating attractive plaza space out of the parking spaces in front of the shops; this provides the businesses with greater exposure to foot traffic as well as space to accommodate outdoor dining. ~Alicia Rabadan

BASIN/MARINA PLAZA EXISTING

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37

[Aerial View of block along the Marina/Basin in the Marina Plaza District, south of Commercial Boulevard showing existing built-out block; obstructive wooden fence; and poorly defined alley]

BASIN/MARINA PLAZA PROPOSED

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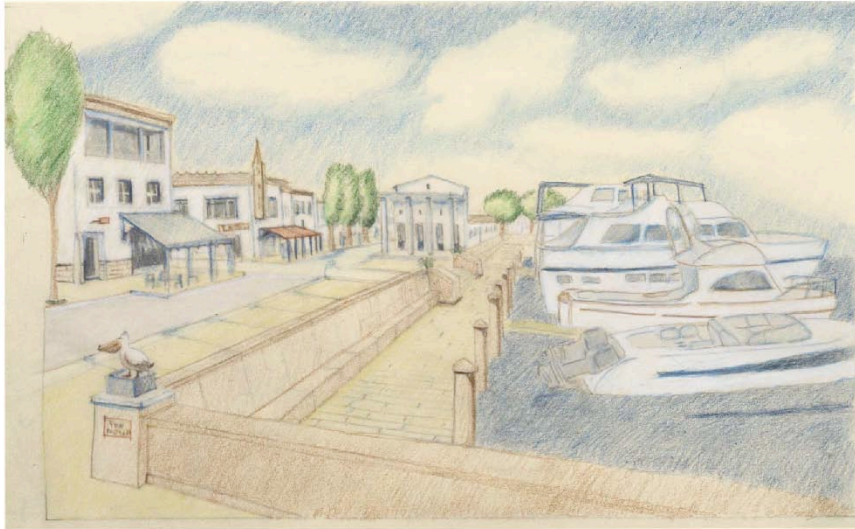LAUDERDALE-BY-THE-SEA
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38

[Proposed Plan of block along the Marina/Basin in the Marina Plaza District, south of Commercial Boulevard showing new pedestrian connection; relocated fence with outdoor seating; improved rear facades]

One special project we looked at was the marina just south of Commercial Blvd. Over time, we propose that one of the buildings be redeveloped into a pedestrian pathway that visually and physically connects Commercial Boulevard to the marina. This is coupled with improvements to the street behind the buildings and their rear facades, which currently feels more like a service alley. Currently, there is a tall, wooden fence inhibiting all views of the water; however, the fence could be relocated down by the boat slips and even include an architectural bench along it to provide the dock with more comfort and safety.
The marina represents the key natural amenity (currently invisible to the public) that could add value and create a strong sense of place to this middle section of Commercial Boulevard. ~Alicia Rabadan

BASIN/MARINA PLAZA EXISTING

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[View of Marina Plaza Proposal looking east down Basin Drive from East Tradewinds Avenue]

BASIN/MARINA PLAZA PROPOSED

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40

[View of Marina Plaza Proposal looking east down Basin Drive from East Tradewinds Avenue]

[Aerial View of block along the Intracoastal Waterway in the Marina Plaza District of Commercial Boulevard showing existing central median; parallel on-street parking; and angled parking in the public frontage]

MARINA PLAZA PROPOSED

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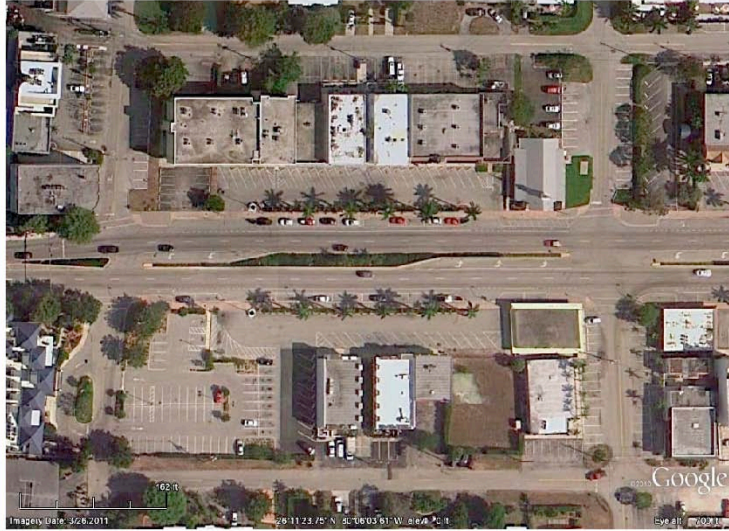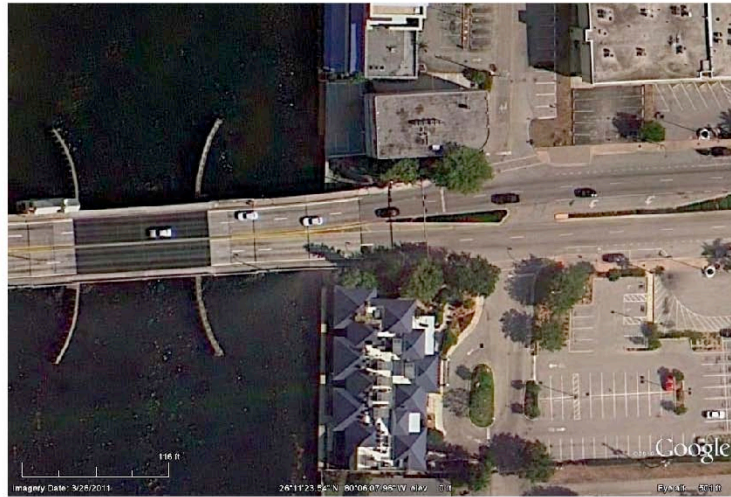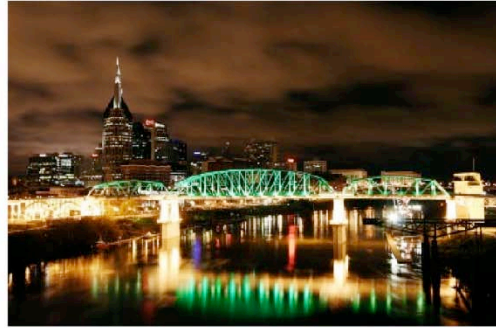
Intracoastal Waterway
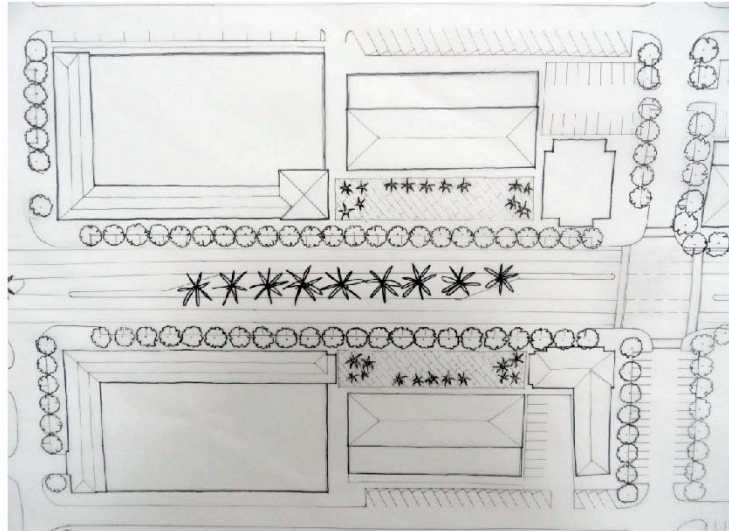
42

[Proposed Plan for the block along the Intracoastal Waterway in the Marina Plaza District of Commercial Boulevard showing existing central median and parallel parking; new parking garages with mixed-use liners and "park once" centralized valet service; new plazas outfitted with planters, lighting, and outdoor seating replace existing surface parking lot]

The block adjacent to the Intracoastal Waterway is perhaps the most suburban of all those along Commercial Boulevard, with the majority of its current land use dedicated to parking. Part of the long-term proposal is to redevelop this block into mixed-use buildings with parking components to accommodate new development that can frame the street and continue the pedestrian character of the boulevard as well as accommodate the restaurant parking.

The two most western buildings would include parking garages with liner buildings attached for pedestrian-friendly uses on the ground floor such as shops, cafes, or ice cream shops with residences or office space above. These garages could accommodate a **centralized valet system** in which visitors could "park once" and then explore the rest of the town and its amenities by foot, picking up their car from any other valet station in the downtown. The proposed mixed-use buildings would help to urbanize and beautify this important portion of the Commercial Blvd corridor.   ~Alicia Rabadan

INTRACOASTAL GATEWAY EXISTING

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43

[Aerial View of Commercial Boulevard Entrance]

44

There are a variety of ways that communities have worked to improve the image of their communities at important intersections, gateways and highly visible locations.
The Commercial Boulevard draw bridge is a major example where LBTS can focus some energy and resources to improve the community's image.

Options include adding attractive new light posts along the length of the bridge, putting floodlights to illuminate the bridge itself from below (example on this slide), and improvements to the bridge tenders' booth to make it architecturally appealing. This could involve renovation and rehab of the existing building, or the creation of a new, iconic structure in the same spot, possibly with a taller spire of some type and/or adding an identical building on the opposite side of the bridge to create a dramatic gateway framed by two small structures.
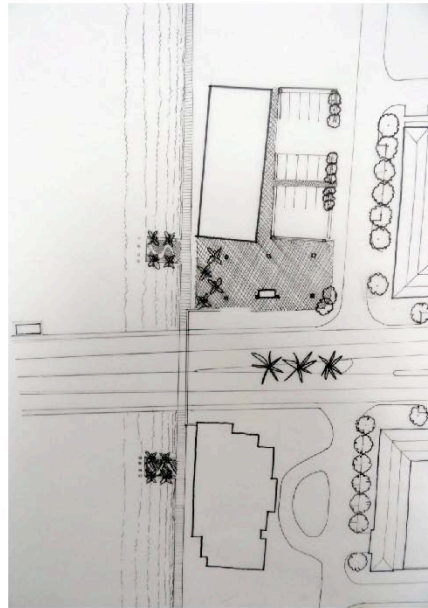
[Proposed Plan of Commercial Boulevard Entrance showing new open-air plaza; widened riverfront promenade with new viewing platforms; and redesigned bridge-tender's house]

The Intracoastal Waterway is a wonderful amenity to the community, yet it is highly under-utilized. We propose that the area underneath the Bayview General Medicine building be converted and paved into open-air plaza space. This will enhance the vista out to the water and lead out to a widened public promenade along the water that connects to the other side of the bridge. In addition, two viewing platforms will flank both sides of the drawbridge and enhance the pedestrian realm along the Intracoastal.

Finally, as a low budget, yet highly impactful gateway into the town, the bridge will be painted with the words "Welcome to Lauderdale-By-The-Sea" and the bridgetender's house will be redesigned. With all of these proposed design interventions, the feeling of traversing across, perhaps the most important, thoroughfare of the Town of Lauderdale-By-The-Sea will be much different. ~Alicia Rabadan

INTRACOASTAL GATEWAY EXISTING

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46

[View east on Commercial Boulevard bridge]
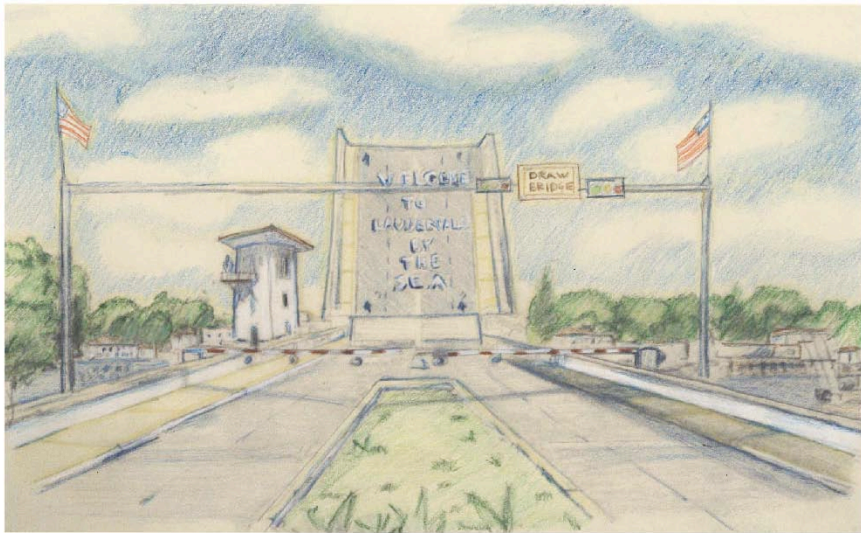
47

[View of Commercial Boulevard Entrance Proposal, looking east on Commercial Boulevard drawbridge]

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COST ESTIMATES FOR STREETSCAPE & PUBLIC SPACE INVESTMENTS

Marina Plaza
Streets: $980,000
Plaza: $960,000

Market Square
$936,000

Pelican Square
$824,000

STREET IMPROVEMENTS:	$2,740,000
MARINA PLAZA COST:	$960,000
TOTAL COSTS:	$3,700,000

48

VALUE ADDED FROM STREETSCAPE & PUBLIC SPACE INVESTMENTS

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Marina Plaza
+10% value
w/Plaza improvements
+25% value

Market Square
+10% value

Pelican Square
+10% value

**Projected increase in tax revenue with only street improvements:
Approximately $90,000 annually.
With Marina improvements: approximately $125,000 annually**

49

Conservative estimates for the value added to property along Commercial Boulevard and the proposed squares and plazas based on real estate studies.

STUDY AREA 2: REHAB/REDEVELOPMENT STUDY FOR

A1A CORRIDOR

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A1A TEAM MISSION STATEMENT

Goal: To provide the community of Lauderdale by the Sea with a comfortable, safe, and enjoyable pedestrian experience along the A1A corridor while also encouraging and bolstering civic pride.

51

One of the best things about LBTS is the pleasant, walkable atmosphere of Pelican Square. Proposals for streetscape improvements to the A1A corridor are designed to extend a safe, high quality pedestrian experience linking the small hotels, town hall site and neighborhoods along the corridor with the beach and the Pelican Square area.

A1A NORTH EXISTING CONDITIONS

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Lack of parking

High traffic congestion

Not pedestrian friendly
- no shading
- high traffic speed

Visually unappealing
- lack of visual interest

Insufficient street lighting
- environmentally unfriendly
- Not enough light during turtle season

52

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- Wide vehicle right of ways

- Exposed utilities

Datura Ave. ocean view

Bus stop on A1A

- Aging, deteriorating public furnishings

- Poor pedestrian experience along A1A

53

A1A SOUTH EXISTING CONDITIONS

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A1A and Pine, looking North

- Southern entrance to the town

- Prominent, important location

- Unwelcoming, obstructed views

Chamber of Commerce and Visitor's Center

54

Existing conditions include:
A corridor that is very uninviting to the pedestrian, both resident and visitors alike
Sidewalks actually accommodate the car over the pedestrian
Opportunities to improve the beauty and functionality of the streetscape

Speaking with residents, business owners, town employees, as well as walking the area ourselves, we identified three keys opportunities for improvement.

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KEY OPPORTUNITIES

1. A1A Streetscape Improvements (based on the character and primary activities within each segment):

   A. Business Segment
   B. Civic Segment
   C. Hotel Segment

2. The Visitor's Center Site

3. Beach Portal Linkages

55

The land use and activity patterns in the neighborhoods, commercial and civic areas along A1A change dramatically as one traverses the length of LBTS along the town's primary north-south corridor. The A1A team identified modest variations in the proposed streetscape components of travel and turn lanes, medians, on street parking, sidewalks and planting strips to accommodate this existing land use and activity pattern while implementing improvements that will provide one continuous pedestrian-friendly streetscape the length of the corridor.

A1A NORTH: EXISTING

Street Section

10 ft

Plan View

56
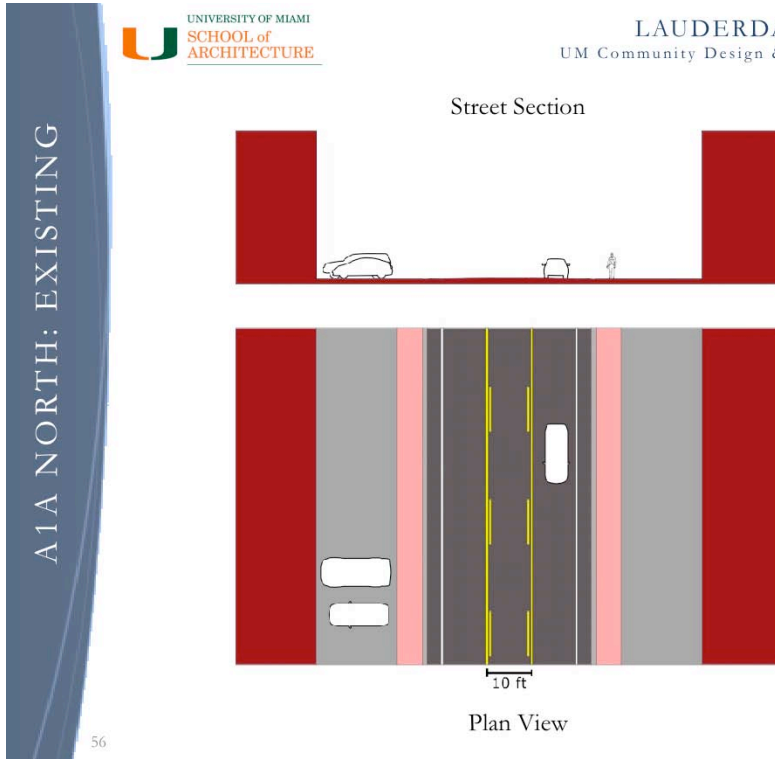
[Plan View of Existing Street Sections. Represent conditions of public ROW along A1A showing inadequately sized, unshaded sidewalks; straight-in parking intersecting pedestrian realm; two lanes of traffic plus suicide lane for turns]

A1A NORTH: BUSINESS

Street Section

Plan View

10 ft
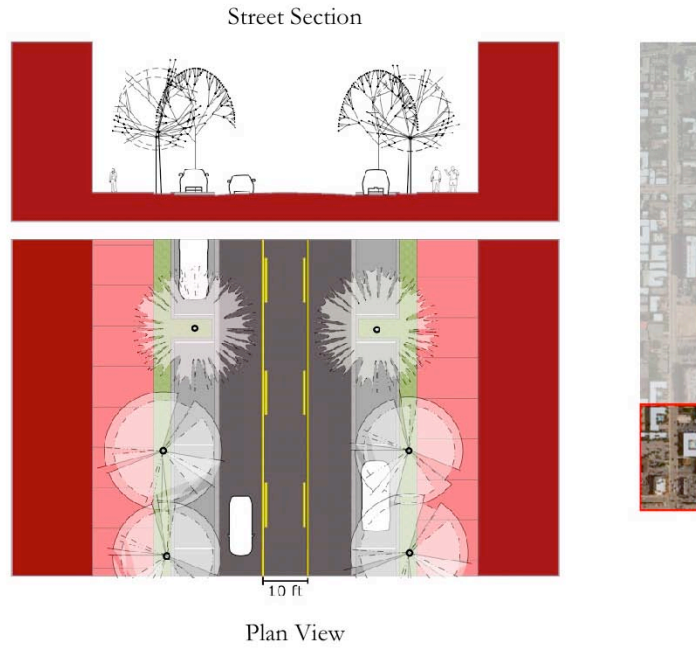
57

["Urban Street Section." Represents proposed conditions for A1A right-of-way (ROW) for blocks just north of Commercial Boulevard where there is a concentration of commercial businesses, illustrating a land swap to provide for wider sidewalks and on-street parallel parking with planters for shade trees and regularly spaced palms defining the street]
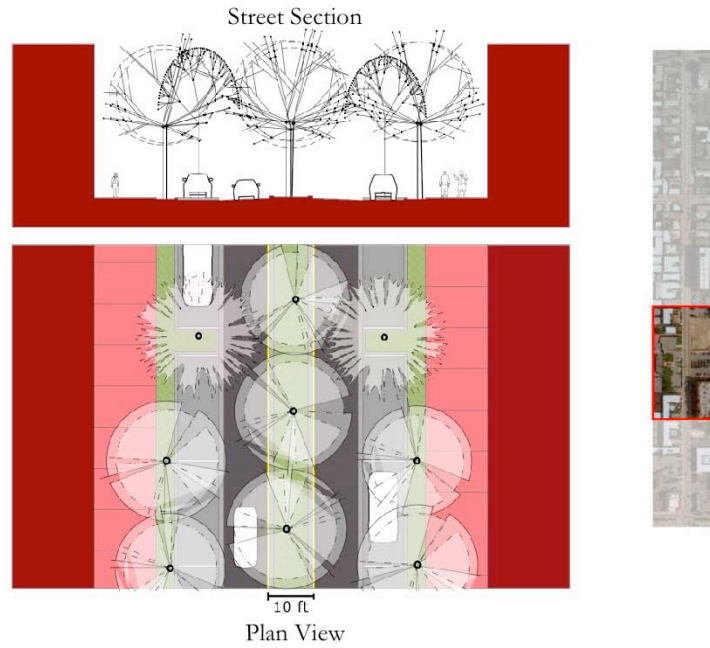
[Plan View of "Civic Street Section." Represents proposed conditions for A1A ROW for blocks just north and south of the Town Hall complex, where civic uses predominate, showing a new median planted with shade trees; a land swap allowing for wider sidewalks and on-street parallel parking with planters for shade trees and regularly spaced palms defining the street]
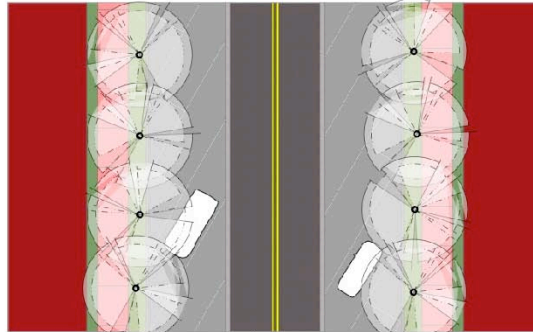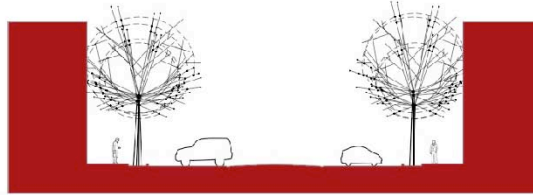
[Plan View of the "Sub-Urban Street Section" where many small hotels are located. Represents proposed conditions for A1A ROW for blocks north of Civic Zone, eliminating the "suicide lane" and showing land swap allowing for sidewalks with planting strips and on-street angled parking]

A1A SOUTH: BUSINESS

Street Section

Plan View

10 ft
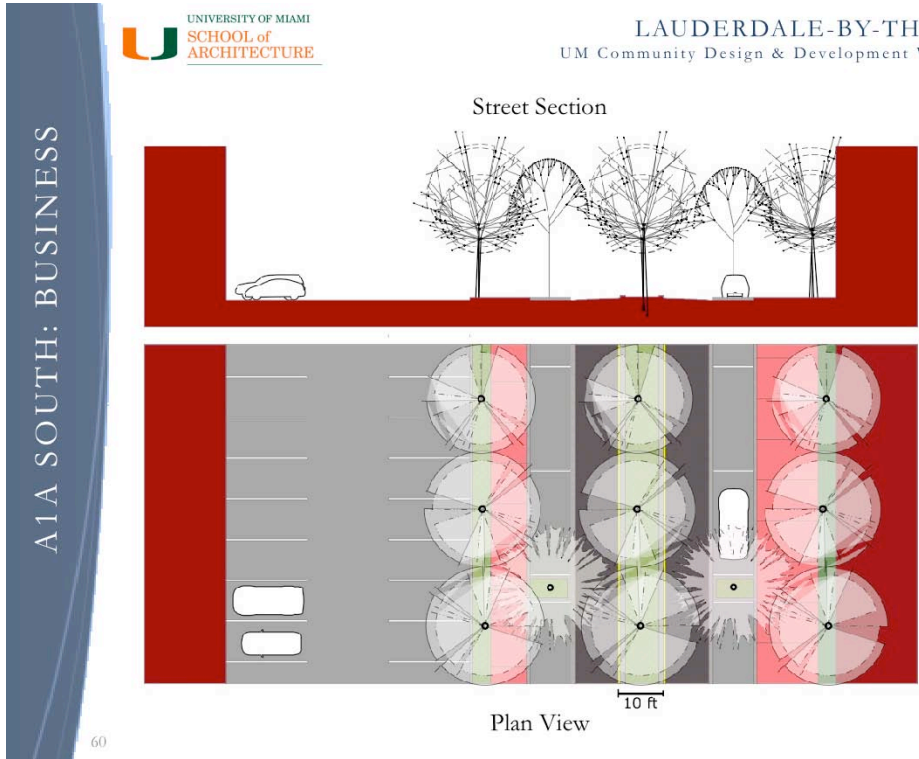
[Plan View of "Business Street Section." Represents proposed conditions for A1A ROW for blocks just south of Commercial, showing land swap allowing for sidewalks with planting strip; on-street parallel parking with regularly spaces palm tree plantings; new median with shade tree planters, and the existing parking lot.]

A1A SOUTH: HOTEL

Street Section

10 ft
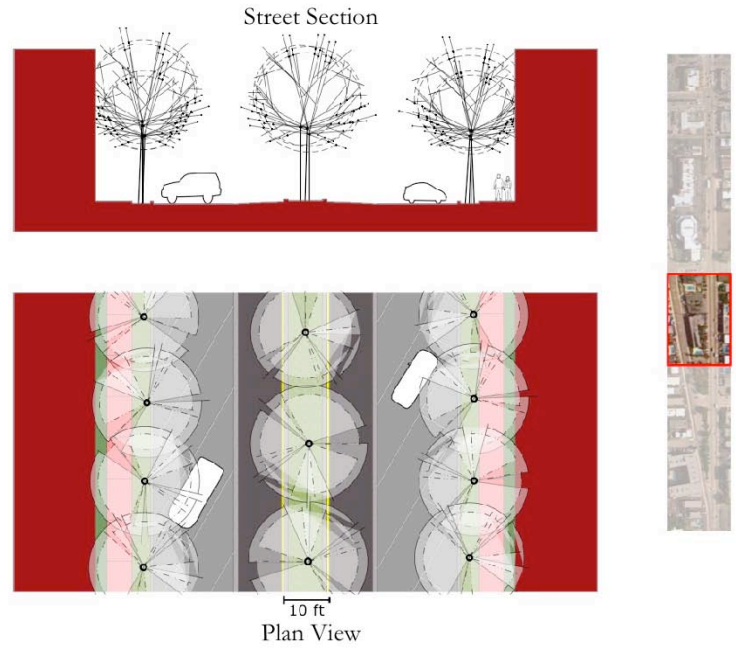
Plan View

61

[Plan View of "Hotel Street Section." Represents proposed conditions for A1A ROW for blocks north of Civic Zone, showing land swap allowing for sidewalks with planting strips and on-street angled parking; replacing suicide lane with shade-tree-planted medians]

A1A PERSPECTIVES

Aerial view of "Business Street Section" looking
southeast, from above Walgreens

62

Ben Arcia

A1A PERSPECTIVES

View of "Urban Street Section" looking north
up A1A at Commercial Boulevard

63

Ben Arcia

A1A PERSPECTIVES

View of Hotel Street Section looking north down A1A, from
two blocks south of Walgreens

64

Ben Arcia

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A1A PERSPECTIVES

65

View of transition from "Sub-Urban" to "Civic" Street Section,
looking south down A1A from just north of Town Hall

Ben Arcia

A1A PERSPECTIVES

View of "Civic Street Section," looking south
down A1A near Town Hall

Ben Arcia

View of "Urban Street Section," looking
north up A1A at Commercial Boulevard

Ben Arcia

A1A PERSPECTIVES

EXISTING STREET

View looking north on A1A between El Prado and Washingtonia Avenue

[Views looking north on A1A between El Prado and Washingtonia Avenue, before and after proposed street improvements.]

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A1A PERSPECTIVES

NEW STREETSCAPE

View looking north on A1A between El Prado and Washingtonia Avenue

[Views looking north on A1A between El Prado and Washingtonia Avenue, before and after proposed street improvements.]

Parking Management Plan

To avoid "paving paradise and putting in a parking lot," LBTS needs to develop a parking management plan would inventory all parking (public, private and on street spaces) and develop a district-wide plan for the location and management of parking in the downtown beach, hotel and commercial areas.

Some key considerations for parking strategies include:

- Shared parking opportunities within the district that a variety of small hotels, businesses, and civic institutions can share;

- A central valet system where people can drop off their car at any valet station in the downtown and pick it up at any other valet station (e.g., the Coral Gables BID valet system);

- Reduced or eliminated parking requirements for small hotels and local historic properties that the town wants to preserve and help encourage reinvestment in the buildings and grounds;

- Strategic locations for parking garages which could be built as public-private partnerships that share costs with, for example, the owner of a large hotel property that wants to redevelop their property and would benefit from a shared parking garage.

- Establishing a parking trust fund (see "Coconut Grove Business District And Design Districts Parking Improvement Trust Funds" example included with this report)

A1A NORTH PARKING GARAGE
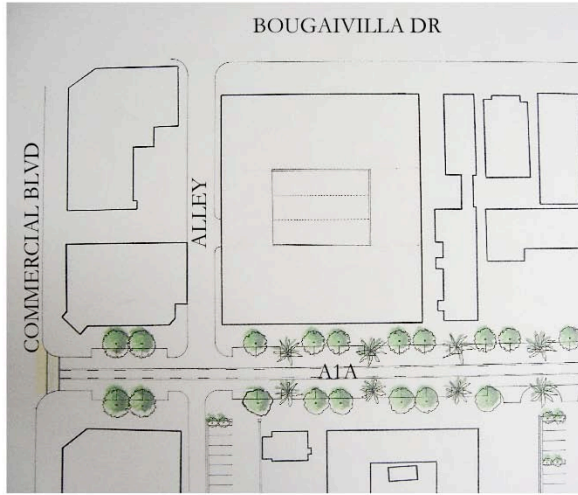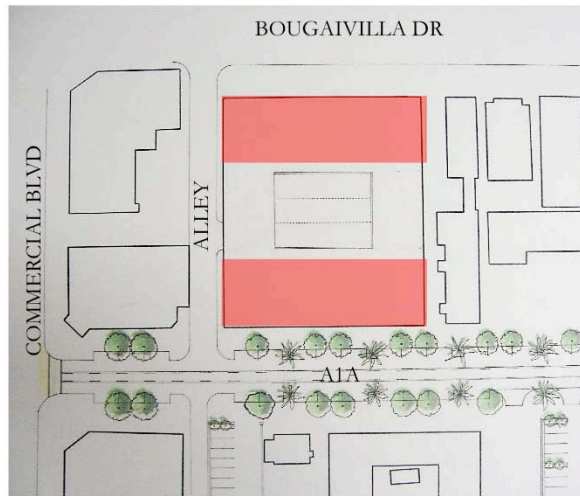
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BOUGAIVILLA DR

COMMERCIAL BLVD

ALLEY

A1A

205' x 180'
89,100 SF Total
21,600 SF Retail
104,400 SF Parking
280 parking spaces

Construction Cost:
$ 5,600,000

71

[One of Three Options for Proposed Parking Garages with Liners along A1A located just north of Commercial Boulevard.]

BOUGAIVILLA DR

COMMERCIAL BLVD

ALLEY

A1A

205' x 180'
89,100 SF Total
21,600 SF Retail
104,400 SF Parking
280 parking spaces

Construction Cost:
$ 5,600,000

First Floor Retail

72

One of Three Options for Proposed Parking Garages along A1A located just north of Commercial Boulevard.

A1A SOLAR LIGHTING

Amber LED solar-powered street lighting

Off the county's electrical grid

Eliminate all energy costs

Withstand 150 mph hurricane winds

Provide power during hurricane-cased power outages

Designed by Beacon Products Urban LED 590-nm-wavelength

Marine wildlife, turtle & dark sky-friendly

Implemented in:

- Dania, FL
  (After Hurricane Wilma)
- Bradenton Beach, FL

Beacon Products | Solar Lighting

73

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A1A LED LIGHTING

Amber LED turtle-friendly street lighting

Saves energy costs

- LED light bulb can be expected to last 25–30 years under normal use
  - lifespans of 30,000 or more hours compared to 1,000 hours incandescent or 8,000 hours florescent
- The lamps have declined in cost to between $30-$50 each as of 2010

Pedestrian friendly lighting

- 150 watts max
- mount street signage on lighting poles to avoid clutter & waste additional poles
- 30' o.c. to support nightlife

Proposed Street Light Design

74

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A1A STREET FURNITURE

Bus Stop & Street Bench

- Environmentally Friendly
- Provide Shading
- Save Cost & Space

Covered Bus Stop

Covered Bus Stop w/ Bike Racks

75

STREETSCAPE COST ESTIMATES

A1A Business:	$ 655,580
A1A Civic:	$ 990,670
A1A Hotel:	$ 1,823,000
A1A South cost per block:	$ 837,400
Datura Ave. cost per block:	$ 500,130

76

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STREETSCAPE INVESTMENT BENEFITS

- Enhance quality of life
- Improve community character
- Promote health, safety & welfare of residents and visitors walking, cycling and driving
- Attract and retain desirable restaurants, shops, and businesses
- Encourage reinvestment in commercial properties that generate tax revenue benefitting all residents
- Create a beautiful, walkable community!

Streetscape improvements have multiple positive effects on communities:

1. As a civic investment to improve the quality of life, attractiveness of neighborhoods, and as a source of pride and community character;
2. As a boost to real estate values, enhancing the attractiveness of residential properties in neighborhoods and encouraging reinvestment in commercial properties that generate property taxes benefitting all residents of the community;
3. As part of an economic development strategy to attract and retain the types of shops, restaurants and businesses that residents desire and that attract pedestrian traffic to support them;
4. As a critical strategy to increase the health, safety and welfare of residents and visitors walking, biking and driving in Lauderdale-By-The-Sea.

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- The southern entrance to the city is extremely unwelcoming: overlooked, wasted, bleak space, and anticlimactic.

- The goal is to create a distinctive, signature entrance that celebrates arriving in LBTS and welcomes visitors.

78

The southern border is a physical gateway into the city that is overlooked, underwhelming, and anticlimactic.

It consists of wasted, unappealing, bleak space.

This should be a prominent physical entryway to LBTS.

Goals: create a signature entryway to the city that celebrates arriving in LBTS and welcomes visitors.

Accentuate the visitor's center, which is currently a hidden and anonymous building.

EXISTING CONDITIONS

[View of Proposed Park Site at Chamber of Commerce looking north on A1A before proposed street improvements.]

REDESIGNED GATEWAY

PARK AT CHAMBER OF COMMERCE

[View of Proposed Park Site at Chamber of Commerce looking north on A1A after proposed street improvements.]

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- The avenues leading to the beach portals are very barren & unappealing.

- Streetscape investments in the single blocks leading to the beach portals will connect the amenity value of the beach with properties along the avenues leading to the portal (see Hollywood & Seaside examples)

Clearly define the links to beach portals

The beach portals themselves are very appealing spaces, but their connection with the rest of the town is along extremely hostile streets that are hot, unattractive places to walk with no perceptual connection to the beach, hence the amenity value of excellent proximity to the beach is almost entirely unrealized for these properties. Although these short streets carry very little traffic, some of them are very wide and the right-of-way can easily accommodate wider sidewalks, planting strips and street trees while maintaining on street parking.

EXISTING STREET LEADING TO BEACH PORTAL

[Views looking east down Datura Avenue from A1A, before and after proposed street improvements.]

IMPROVED STREET LEADING TO BEACH PORTAL

A1A TOWARD THE SEA

EMPHASIZE BEACH PORTAL LINKS

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[Views looking east down Datura Avenue from A1A, before and after proposed street improvements.]

Examples of streetscape improvements in Hollywood, Florida on streets leading to the beach and beach portals.
Note that NONE of the buildings have changed, just the streetscape!

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HOLLYWOOD, FL EXAMPLES

…OR *HERE* ?

85

Cleveland Street **AFTER** – view towards beach (Hollywood, Florida)

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HOLLYWOOD, FL EXAMPLES

WOULD YOU RATHER VISIT HERE ?

86

Pierce Street End / Portal **BEFORE** – view from beach (Hollywood, Florida)

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HOLLYWOOD, FL EXAMPLES

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…OR *HERE* ?

Pierce Street End / Portal **AFTER** – view from beach (Hollywood, Florida)

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"Communities that do not
cultivate quality of life will
lose out to others that do…"

- Erica Gies, The Trust for Public Land

88

STUDY AREA 3: REHAB/REDEVELOPMENT STUDY FOR

TOWN HALL AND EL PRADO

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CURRENT USE OF SPACE:

Assembly Hall	5214 SF
Senior Center	630 SF
City Administration	3294 SF
Public Works	6750 SF
Development Services	1500 SF
Police	2445 SF
Volunteer Fire Dept.	3583 SF
Fire Inspector	288 SF
EMS	630 SF
TOTAL	**24,335 SF**

90

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SCENARIO 1:

- Keep the existing buildings
- Develop additions
- Landscaping and façade improvements
- Introduction of Structured Public Parking

SCENARIO 2:

- Demolish the existing structures and create a more cohesive civic complex
- Expand space for all users
- Introduction of Structured Public Parking

SCENARIO 3:

- Identify sites elsewhere in the town for the civic buildings—together or separate
- Sell the current town hall site to offset costs of new construction

91

The team was asked to run multiple scenarios for the future of the town hall property and related facilities and El Prado. These range from modest rehab and improvements to existing buildings and public spaces, to redevelopment of a larger, more distinctive town hall with expanded space for various uses and more efficient layout and circulation, to a complete relocation of all facilities and the sale of the land to generate revenue for a wide variety of public investments. None of these are "impending," and the scenarios are designed to give citizens, town staff and elected officials a variety of options to consider based on resources and opportunities that may emerge in the future.

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SCENARIO 1: EXISTING BUILDINGS & ADDITIONS

This option would involve keeping the existing buildings and adding additional structures to provide more space for office space, storage, conference rooms, utility space, and the senior center.

Project Area

Site	512,500 sqft
Existing Buildings	24,000 sqft
New Buildings	130,000 sqft
Parking garage	56,000 sqft
Civic building	34,000 sqft
Plaza	40,000 sqft
Demolition	6,000 sqft

Cost & Income

Development Cost :	$ 8.5 million
Annual Income from Development :	$ 300,000
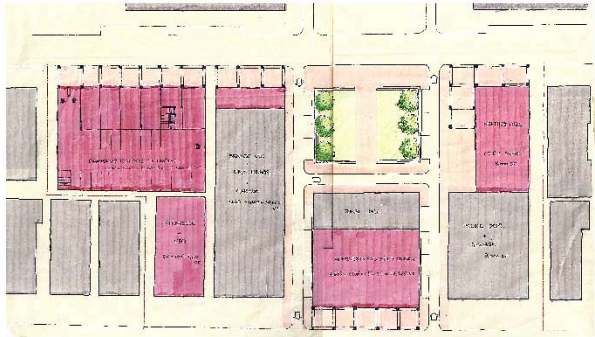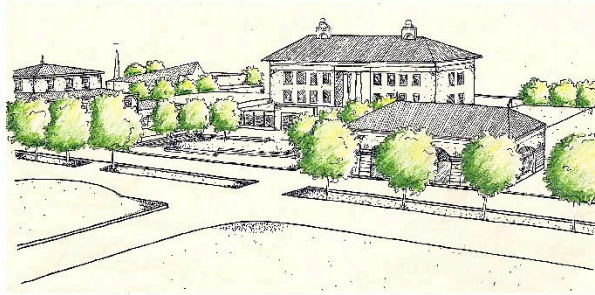
92

[1) View of Town Hall Conservation Proposal looking west from El Prado and A1A
2) Plan View of Town Hall Conservation Proposal, showing maintenance of existing town hall facilities except Police Station and development of a parking garage with liners, as well as new Firehouse, Administration Building, and Meeting Hall in New England beachside style]
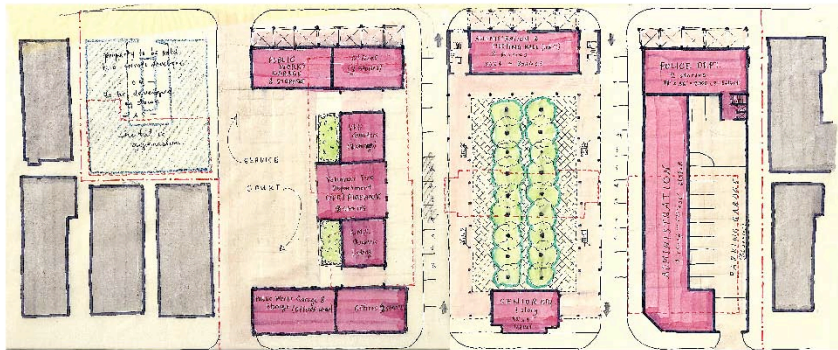
[1] View of Town Hall Redevelopment Proposal looking north down A1A from just south of El Prado.

2) Plan View of Town Hall Redevelopment Proposal, showing demolition and redevelopment of all town hall facilities allowing for a hidden service court with emergency vehicle access in all directions; a new plaza; arcaded sidewalks along A1A; new second floor meeting hall with vistas to the ocean; new Senior Center adjacent to park; and parking garage lined with administrative offices in tropical Key West style]

SCENARIO 3: RELOCATE TOWN HALL

Current Assessed Value

$ 5.2 million

Income from Land Sale

$ 7.6 million

- The land is profitable when used as rental apartments, which provide 57 units.

- The land value was estimated from the Net Operating Income to a cap rate of 6%.

- Land is not profitable for hotel use when abiding by the current code, which requires a minimum of 871 square feet per unit.

94

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EL PRADO

Currently, El Prado is a parking lot that opens up to the ocean.

The parking spaces it contains are necessary to satisfy current parking demands.

As a result, in the scenarios in which El Prado loses spaces, the proposal includes relocating the spaces to a new parking structure.

El Prado is ideal for a central community park that can take advantage of its oceanfront location. This space could provide a rare amenity for the entire community to enjoy and take pride in.

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TOWN HALL REDEVELOPMENT

SCENARIO 1:

- Open Park Space
- Benches, landscaping, pathways
- Market/Festival space
- On-street parking
- Open views to the water

SCENARIO 2:

- Park and Public Buildings
- Civic buildings
- Market/Festival Space
- On-street parking
- Views to the water
- Open park at the eastern edge of park

SCENARIO 3:

- Park, Public Buildings, and Amphitheater
- Civic buildings
- Market/Festival Space
- On-street parking
- Views to the water
- Amphitheater with ocean backdrop

SCENARIO 1:
OPEN PARK
SPACE

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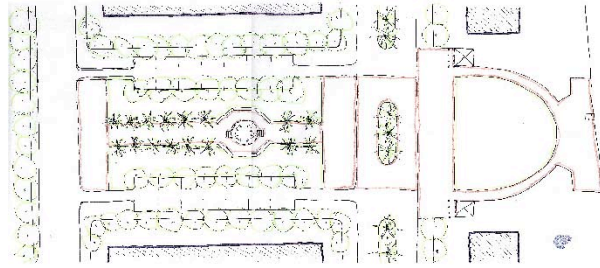UM Community Design & Development Workshop
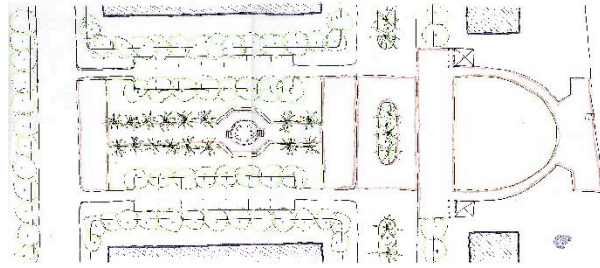
El Prado Park Plan

Existing Conditions

[Plan View of Open Space Park Proposal for El Prado.]

[Photo of existing conditions]

SCENARIO 1:
OPEN PARK
SPACE

El Prado Park Plan

Perspective: El Prado Park Proposal

[Plan View of Open Space Park Proposal for El Prado.]

[Perspective View looking west from El Mar Drive of "Open Space" Proposal for El Prado Park, showing double-loaded parallel parking on one-way streets on the north and south sides of the park with shade trees; palm lined promenade from Town Hall to beach access; and central octagonal gazebo; new bathroom pavilions located on the block east of El Mar Drive.]

Scenario 1:
This design is the easiest and most affordable compared to the other scenarios, though a very powerful scenario because it doesn't have to be the end result, but the first incremental step of the other scenarios. If the town cannot afford the other scenarios, they could begin with this scenario since it is less expensive, and then phase in the other scenarios as resources or partners become available. The design is wide open, with a full view toward the ocean, and yet provides for a generous amount of shaded area along the view corridor. It has a gazebo and two small buildings that can function as small civic buildings (e.g., information center, post office), bathrooms, showers (i.e. to wash off feet after walking on the sand), and cafes for refreshments similar to Bryant Park in New York City behind the New York Public Library. Any number of uses could be accommodated to activate the park and make it a pleasant, safe and inviting place for citizens and visitors to spend time. (Hamad)

SCENARIO 2: CIVIC BUILDINGS AND PARK
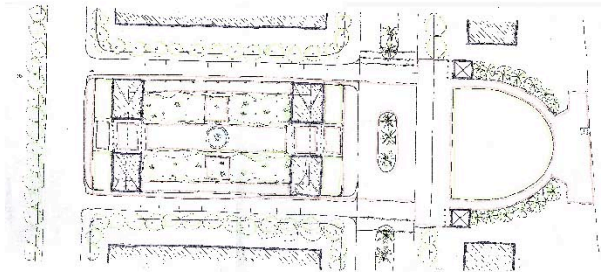
El Prado Park Plan

Bird's Eye View: El Prado Park Proposal

[Plan View of "Civic Building" Proposal for El Prado Park]

[Bird's Eye View looking east from A1A of "Civic Building" Proposal for El Prado Park, showing single-loaded parallel parking on one-way streets with shade trees; new civic buildings (library, museum, info center, gym…) with central portals at east and west ends of park connected by colonnades; new bathrooms located east of El Mar Drive)]

Scenario 2:
This design is the second most affordable. When one is passing by it, depending on which street they are on, one either has a 60% or a full ocean view. It has two public buildings that are connected with a colonnade. Those buildings have a wide columned-zaguan (portico/entry to park) so one can still see the ocean view and capture the breeze. These 16-feet high one-story buildings can function as a library, gym, information centre, museum, art gallery...etc, or a combination of these. This design also has two small buildings proposed and described for the first scenario. ~Hamad

SCENARIO 3:
CIVIC BUILDINGS,
PARK & OCEAN
FRONT
AMPHITHEATER

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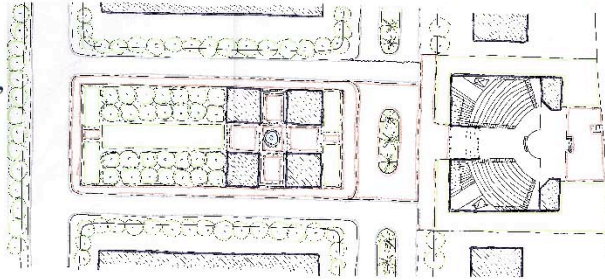
El Prado Park Plan

Perspective: El Prado Park Proposal

[Plan View of "Amphitheatre" Proposal for El Prado Park]

[Perspective View looking east of "Amphitheater" Proposal for El Prado Park, showing one-way streets with shade trees; new civic buildings (library, museum, …) with central portals at ground level; new amphitheater stepping down to beach.

Scenario 3:
This design is the most creative one and can support a more complex program of park buildings and uses. One would have a 60% view toward the ocean, unless they are using the amphitheatre where there is a full ocean view. The building on the El Prado site is a two story building that has two axis columned-zaguan (portico/entry to park) to not block the ocean view and to capture the breeze in court yard. The function of this building could be the same as the building in scenario 2. The park includes a lawn lined with a double row of trees. The tree-lined lawn leads to an amphitheatre, and the building with the zaquan also includes three rows of seating in the upper-middle portion of the building, which could serve as a "VIP" area. ~Hamad

STUDY AREA 4: REHAB/REDEVELOPMENT STUDY FOR

LARGE HOTELS

101

PROJECT LOCATIONS & CONDITIONS

Intercostal

North Hotel Location

Commercial Blvd

South Hotel Location
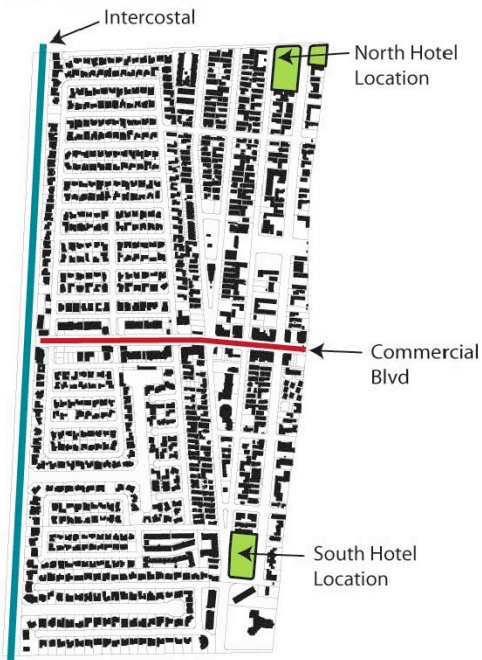
- Both properties above town height limit

- Large lots both with surface parking

- North
  - Two properties operating as one hotel,
  - 150 total rooms
  - One ocean front, other is between El Mar and A1A

- South
  - Shut down hotel currently under renovation,
  - 186 rooms
  - At southern entry to Lauderdale by the Sea

102

The "Large Hotels" team was given the two largest hotel properties in the study area, both of which have very significant redevelopment and infill potential that could greatly improve the quality and attractiveness of the hotel market in LBTS and provide amenities and improvements to their properties that could benefit the community.

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HOTEL MARKET AREA

PRIMARY MARKET AREA

Total of **674** rooms, family-owned hotels, leisure oriented comprises:

E	149	Lauderdale Beachside Hotel
F	31	Away Inn
D	49	A Little Inn By The Sea
H	30	Windjammer resort, and timeshare
J	30	Horizon By the Sea Inn
B	32	Paradise By The Sea
C	39	Sea Lord Hotel and Suite
G	24	Villa Capri Hotel, and extended stay
A	186	Lauderdale by the Sea, Resort Beach Club

SECONDARY MARKET AREA

Total **1178** rooms, located inland and only Flag hotels

More dedicated to business travelers (airport and seaport) and conferences

COURTYARD Marriott

LaQUINTA INNS & SUITES

Hampton Inn

Sheraton Suites CYPRESS CREEK FT LAUDERDALE

Marriott HOTELS & RESORTS

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POTENTIAL NEW BUSINESSES
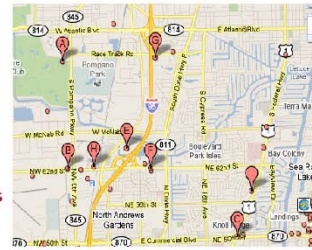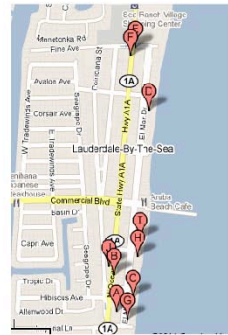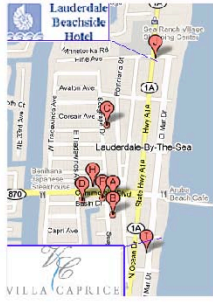
FITNESS

The closest fitness centered business is **B**, 0.5 miles away, 10 min walk

Other fitness businesses in the area are:

B Anderson Professional Health & Fitness
D Wellness Achieved Studios
H Keratin Treatment
I   Buena Vista Hotel & Conference
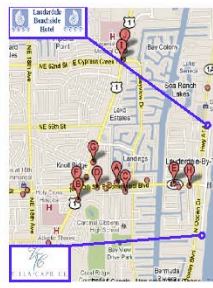
SPA

The closest spa is **A**, 1.4 miles away, 16 min walk
Other spas in the area are:

A Royale Salon & Spa, Hair, Skin, Wax, Nails
B Spa US1
D European Wax & Skincare Fort Lauderdale
E Oriental Ocean Spa, actual competition Spa
H Beauty By Ben Salon And Spa

104

NORTH PROPERTY

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- Currently operating as one hotel
  - On the north edge of LBTS
  - Will be repositioned as two separate hotels

- Shutters Hotel
  - 100 rooms
  - ADR $100 - $125
  - Family oriented hotel

- The Beach Club
  - 50 rooms
  - ADR $125 - $175
  - More exclusive, membership based
  - Draws on repeat clientele which is common in the area

105

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NORTH: CURRENT CONDITIONS

North hotel current site plan

106

Existing Site Plan: Lauderdale Beachside Hotel

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NORTH: SPACE DESIGN CONCEPTS

- New additions
  - Pool area
  - Outdoor dining patio
  - Gardens for rear ground level rooms
  - Usable roof garden and outdoor space
  - Streetscape improvements

- Estimated Cost
  - $4.7 million
  - Interior: $1.6 million
  - Exterior: $ 3.1 million
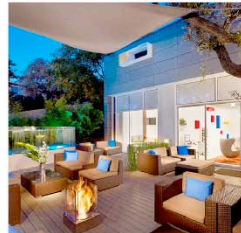
Outdoor patio space example

Hedges to screen parking

Entertainment opportunity

Pool design example

The Beach Club roof space concepts
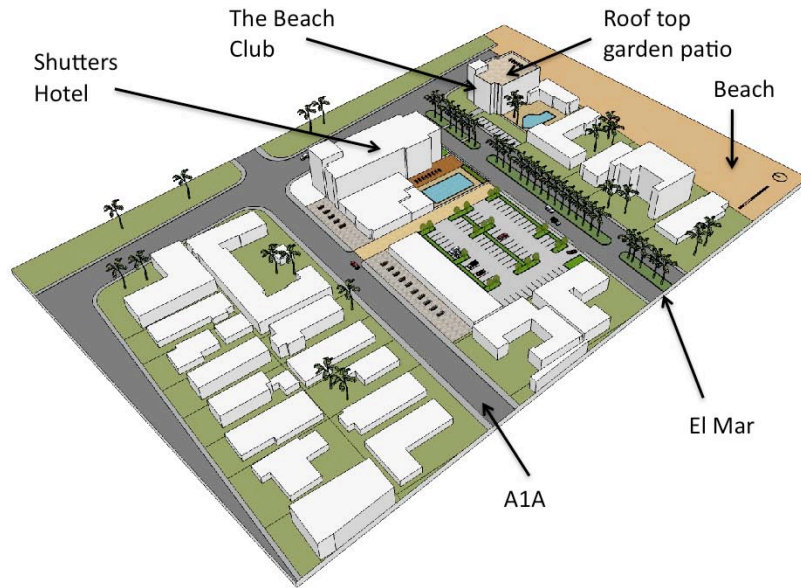
107

Proposed Bird's Eye View: Lauderdale Beachside Hotel

Proposed Bird's Eye View: Lauderdale Beachside Hotel

Proposed Bird's Eye View: Lauderdale Beachside Hotel

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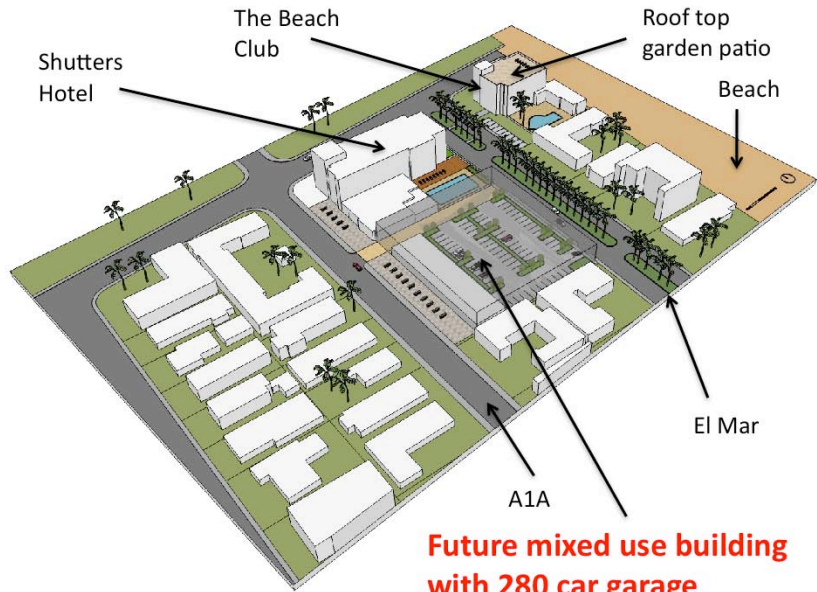
North hotel property along A1A

NORTH: NEW CORNER AND STREET

Corner renovation of Shutters
New outdoor seating for restaurant and streetscape changes

111

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Evening view of Shutters Hotel

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Simple screens to change current exterior of the building

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SOUTH: SITE CONDITIONS

114

- Hotel currently shut down

- Renovation in progress
  - Gutted down to the structure
  - Will reopen as Ocean One

- Ocean One
  - 186 rooms
  - Affordable ADR, $80-$100 per night
  - Entertainment and activity centered

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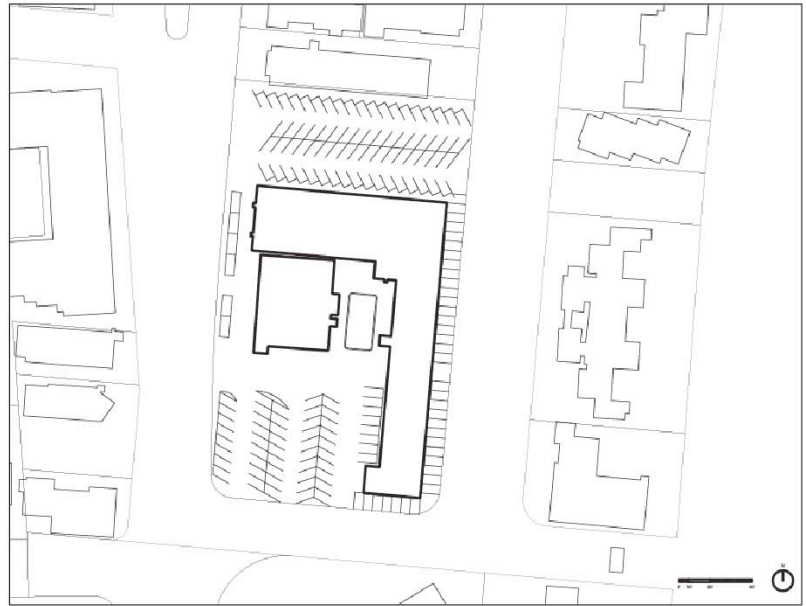
Lauderdale By The Sea Resort current site plan

115

Existing Site Plan: Lauderdale By The Sea Resort

SOUTH: PROPOSED RENOVATION

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- Additions
  - Wellness Garden with spa and fitness facilities
    - Available to everyone
    - Sitting Area
  - Complete room renovations
  - Possible façade redesign
  - Entertainment centered pool and bar area

- Estimated Total Cost
  - $9.7 million
  - Interior: $3.6 million
  - Exterior: $3.7 million
  - Wellness Garden: $2.4 million

Seating example

Pool area lighting example

Poolside screen

116

Bird's Eye View of Proposed Changes to Lauderdale By The Sea Resort

Bird's Eye View of Proposed Changes to Lauderdale By The Sea Resort

Existing

Potential exterior changes
Addition of screens to façade and trees along the street

120

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Existing

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Existing

123

NEW PARKING PROPOSAL

NEW PARKING PROPOSAL

Existing

Tree garden behind spa and fitness center

Existing: property on the corner of A1A entering Lauderdale
by the Sea from the south

POTENTIAL FUTURE DEVELOPMENT

- Future development opportunities
  - Parking garage
  - Street level retail
  - Pool moved to top of garage

- Streetscape improvements
  - Landscaping
  - Better, pedestrian friendly sidewalks

128

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AREA IMPACT

- 5 min walk radius
  - Close to the center of town
  - Will bring people into the area which will generate revenue for the town

- Proposed golf car shuttle
  - Transport hotel users to Commercial Blvd
  - Could provide transportation to other hotels in the area

Shutters Hotel & The Beach Club

Electric Vehicle Shuttle Route

Commercial Blvd

Ocean One

129
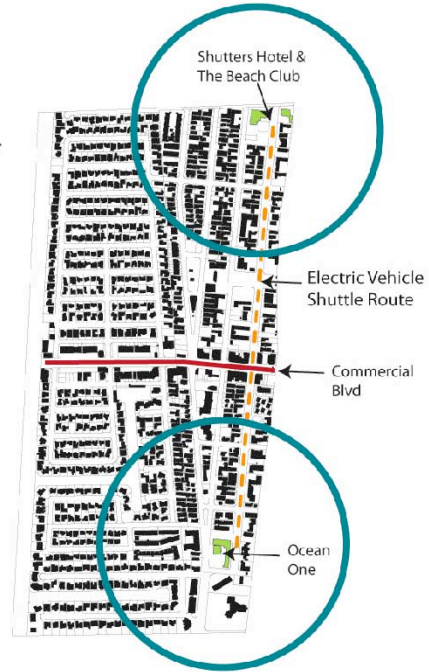
STUDY AREA 5: REHAB/REDEVELOPMENT STUDY FOR

SMALL HOTELS

- The height limit in the LBTS charter has proven extremely effective in limiting not only the height of buildings but the economic viability for different types of development within the city. Citizens' strong desire to maintain a low-rise, "beach town" character is

- Much of the character of LBTS along the two principal thoroughfares, A1A and Commercial Boulevard, is defined by the small hotels loosely associated with the mid-20th century Florida Modernism era.

- One of the most important means for LBTS to

A1A HOTEL CORRIDOR

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CURRENT MARKET CONDITIONS

INVENTORY			
HOTEL PROPERTIES	28		
HOTEL ROOMS	620		
PRICING: ADR	**MIN**	**MAX**	**AVG**
HIGH SEASON	$85	$439	**$169**
LOW SEASON	$55	$350	**$120**

133

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EXISTING ISSUES

- Outdated Properties

- High Property Taxes

- Energy Inefficiency

- Zoning Constraints

- Competing Ocean Cities

- High & Low Season Disparity

134

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HOTELS OF
INTEREST

INTERCOASTAL

WASHINGTONIA

A1A

COMMERCIAL BLVD

COMMERCIAL BLVD

A1A

LISTED FROM NORTH TO SOUTH:
-AWAY INN
-SEA GARDEN HOTEL
-GREAT ESCAPE AND DEE JAY MOTEL
-BEACHSIDE VILLAGE RESORT

136

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CASE STUDY PROPERTIES

AWAY INN

BEACHSIDE VILLAGE RESORT

137

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CURRENT HOTEL FINANCIALS

	AWAY INN	SEA GARDEN	GREAT ESCAPE	DEE JAY
REVENUE/UNIT	$24,746	$6,385	$7,811	$8,188
NET REVENUE/ UNIT	$9,475	$2,639	$2,981	$3,134
ASSUMPTIONS				
OPERATING EXPENSES	45%	60%	60%	60%
VACANCY	35%	50%	40%	40%

138
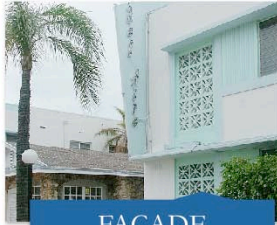
Potential hotel exterior façade and ground improvements:
- Architectural and landscaping enhancement
- Interior room renovations
- Rooms brought to current code
- Current structure is demolished
- 18 rooms to current code
- 34 rooms- within height limit/density increase

		SEA GARDEN		GREAT ESCAPE		DEE JAY	
		BASE	FUTURE	BASE	FUTURE	BASE	FUTURE
REVENUE/ UNIT		$6,835	$10,367	$7,811	$11,474	$8,188	$12,029
NET REVENUE/ UNIT		$2,639	$8,055	$2,991	$3,762	$3,134	$4,934
ASSUMPTIONS							
OPERATING EXPENSES		60%	55%	60%	55%	60%	55%
VACANCY		50%	40%	40%	30%	40%	30%

140

Financial analysis of façade improvements for comparative cases

INTERIOR RENOVATIONS

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	SEA GARDEN		GREAT ESCAPE		DEE JAY	
	BASE	FUTURE	BASE	FUTURE	BASE	FUTURE
REVENUE/ UNIT	$6,835	$15,549	$7,811	$18,870	$8,188	$19,514
NET REVENUE/ UNIT	$2,369	$13,069	$2,991	$10,949	$3,134	$12,271
ASSUMPTIONS						
OPERATING EXPENSES	60%	50%	60%	50%	60%	50%
VACANCY	50%	40%	40%	30%	40%	30%

141

NEW CONSTRUCTION

SEA GARDEN	AS-IS	18 ROOMS	34 ROOMS
REVENUE/UNIT	$6,835	$18,415	$16,809
NET REVENUE/ UNIT	$2,369	$6,402	$7,153
ASSUMPTIONS			
OPERATING EXPENSES	60%	45%	45%
VACANCY	50%	40%	45%

142

SEA GARDEN

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143
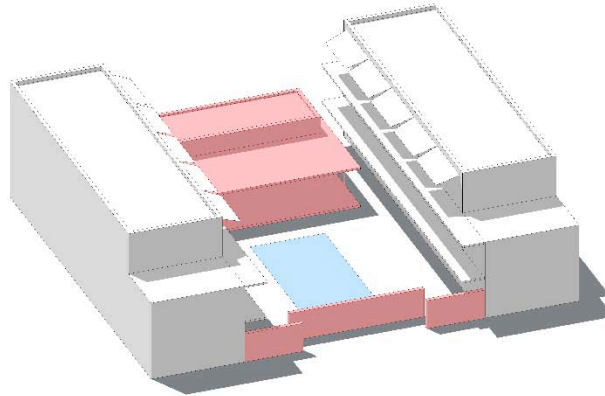
Potential renovation and addition scenarios for the Sea Garden property.
Note: these computer renderings of the property and potential changes are very precise/to scale.

Sea Garden

Sea Garden

Adjoining properties create one hotel sharing expenses and revenues with no additional capital investment

Adjoining properties combine and undergo interior room renovation, bringing them to code in a phased construction process

Adjoining properties combine and undergo only exterior façade renovations

HOTEL CONGLOMERATION

AS-IS ANALYSIS

INTERIOR RENOVATION

FAÇADE IMPROVEMENTS
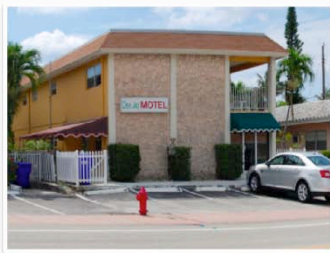
Adjoining properties create one hotel sharing expenses and revenues with no additional capital investment

Adjoining properties combine and undergo interior room renovation, bringing them to code in a phased construction process

Adjoining properties combine and undergo only exterior façade renovations

HOTEL CONGLOMERATE

DEE JAY BEACH RESORT

GREAT ESCAPE MOTEL

149

CONGLOMERATE

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	GREAT ESCAPE	DEE JAY
	BASE	BASE
REVENUE/UNIT	$7,811	$8,188
NET REVENUE/ UNIT	$2,991	$3,134
ASSUMPTIONS		
OPERATING EXPENSES	60%	60%
VACANCY	40%	40%
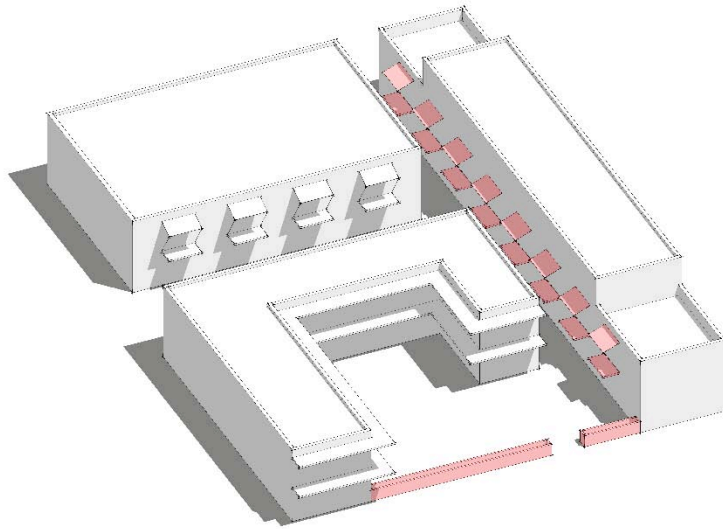
150

CONGLOMERATE

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Conglomerate (Dee Jay & Great Escape)

153

Conglomerate (Dee Jay & Great Escape)

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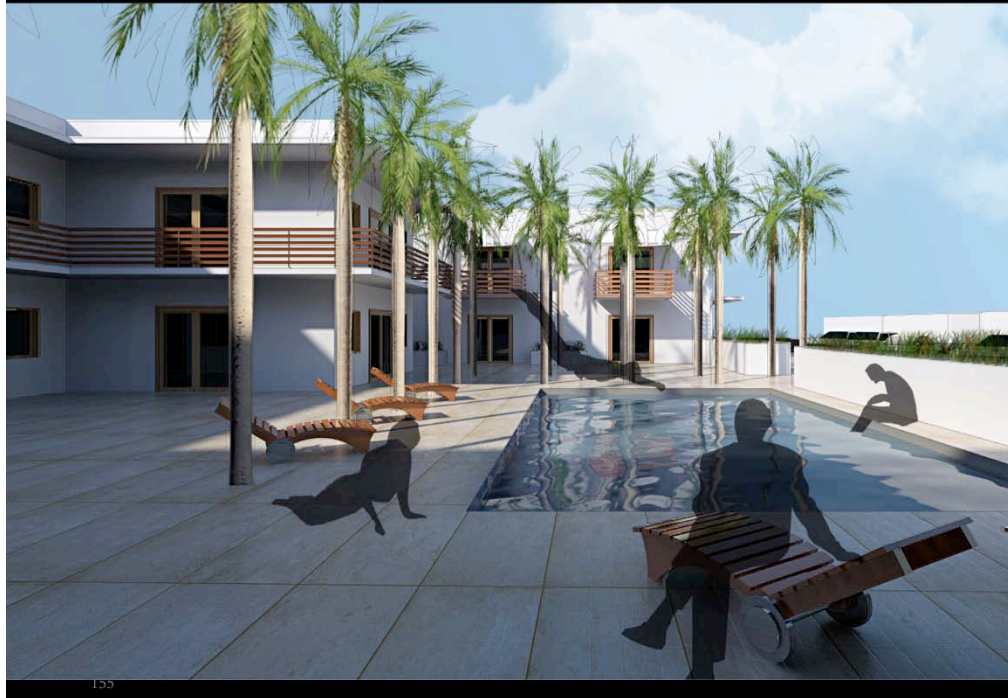
METRIC	INTERIOR RENOVATION	FAÇADE IMPROVMENTS	NEW CONSTRUCTION
ADR	+ +	+	+ + +
Operating Expenses	+ +	+	+ +
Energy Efficiency	+ +	+	+ + +
Room Layouts	+	N/A	+ + +
Room Mix	N/A	N/A	+ + +
Marketability	+ +	+	+ + +
Community Image	+	+ +	+ + +
Property Value	+	+	+ + +

METRIC	INTERIOR RENOVATION	FAÇADE IMPROVMENTS	NEW CONSTRUCTION
Construction Costs	- -	-	- - -
Construction Duration	- -	-	- - -
Financial Feasibility	-	- -	- - -
Market Risk	-	-	- - -

156

"Meat and Potatoes Analysis" of small hoteliers bang for your buck. Based on financial analyses of case study properties that have recently undergone renovation, this table summarizes the costs and benefits for various internal and external rehab property improvements for a variety of metrics, including Average Daily Rates (ADR) for hotel rooms, operating expenses, property value, community image and other items.

The analysis includes important findings:

1. Interior renovations have a higher payoff for hotel operators than façade improvements, but façade improvements have a greater impact on "community image" by improving facades along public streets and sidewalks. Façade improvements are a relatively quick and less costly improvement compared with interior renovation and new construction, but the financial feasibility is more challenging. This lends support for a town grant or loan program to support façade improvements which will have as much or more benefit to the community than the profitability of the hotel business.

2. New construction has the potential for the greatest payback but also carries the greatest cost, duration, and market risk and is more difficult to finance. If the town wants to support new construction to improve existing properties (e.g., infill buildings and/or connecting and combining two or more small hotel properties to make them more economically viable) or bring about redevelopment of large properties that will include community amenities, parking, and strong hotel properties that will strengthen the town's hotel market and support local businesses there are a variety of strategies that should be considered including reducing the parking requirements for small hotels, allowing more units and/or a larger building footprint for combining small properties (i.e., maintaining the height limitations in the town charter, but allowing for a more efficient layout of buildings on properties), and instituting a parking management plan for the primary commercial corridors where shops, restaurants, hotels and active civic uses are located. (see parking management plan discussion earlier in this report)

UNIFIED MARKETING

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- Compete as a Place
  - Attitude of collaboration
- Hotel Association
  - Combine Marketing Efforts
  - Website Enhancement
- Tour Operators
  - Room Sharing
- Expand Guest Base
  - Diving Certification
  - Family-Oriented Ads
  - Off-Season Conferences

157

The small hotel team identified a variety of business strategies to increase the collective strength of marketing strategies, develop new amenities (e.g., fitness facilities, shuttle services, parking) and activities (e.g., tour programs, water sports, eco-tourism) to expand into new markets, and reduce operating costs through shared services such as web-based reservation systems.

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Strengthening the identity of Lauderdale by the Sea

NEXT STEPS

IMPLEMENTATION:

"THE LAUDERDALE BY THE SEA
CIVIC IMPROVEMENT SOCIETY"

Implementation: Where Do We Start?

Public Realm and Private Property Improvements
The citizens of Lauderdale-By-The-Sea have a collective stake in the future of the public realm of the downtown - the streets, parks and public spaces – as well as the economic success of the commercial businesses and hotels based in the town. They are, in fact, directly connected to one another. The improvements to the public realm – the streets and parks – are something shared by everyone. It's as if the town is the community's "house" and the citizens are all co-owners and stewards. The streets are the first things people see as they approach your home, and the buildings lining the street are your front door. These are things that all residents and visitors see and experience everyday – it's the image of your community.

The extent to which the streets and public spaces are attractive and populated with desirable restaurants, shops and hotels or ugly, declining corridors with empty lots and low-end businesses immediately communicates to people whether or not LBTS is an attractive, successful, livable community that people care about or a failing community on the decline that they will bypass for other places. The fact that Commercial Boulevard and A1A run the entire length and breadth of the town as the major corridors means that they cannot be ignored – they aren't just roadways to get to LBTS, they are inseparable from the identify and character of LTBS. It's a matter of civic pride.

A Menu of Options that can be Implemented Incrementally
There are a wide variety of short, medium and long-term strategies, and small, medium and larger scale projects presented in this report that can be implemented by combinations of public and private sector partners and that will require differing amounts of resources to implement. The goal of this study has been to provide the town with a menu of options to choose from and allow the community to take incremental steps and gain confidence in their collective abilities to implement changes that benefit the entire community.
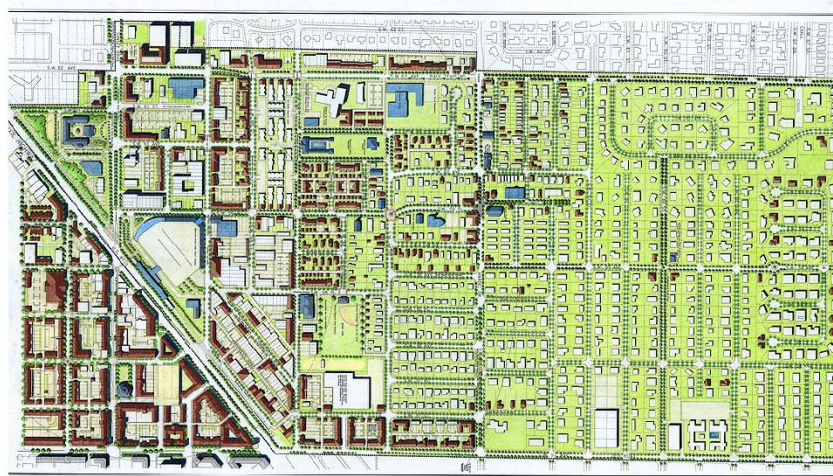
Civic Improvement Society – a century ago thousands of civic improvement societies were organized throughout the country by women and citizen groups. These civic improvement societies were not government organizations, but grassroots citizen groups that identified and pushed for a wide variety of civic improvements to their communities, everything from tree planting, new parks, electric street lights and establishing public libraries and housing for the poor, to the extraordinary urban beautification initiatives associated with the City Beautiful Movement.

It is very hard to implement projects and programs to improve the community and it's very easy to simply be against every idea and proposal – we encourage you to NOT do that. It will be crucial to have positive, proactive and constructive citizen involvement to implement streetscape improvements, changes to codes to support local businesses, and other improvements and strategies outlined in this report. Elected officials and town staff cannot do this alone, and there needs to be consistent public input on what the majority of town citizens support as good strategies and investments for the entire community.

There will continue to be debates over the best options, but the do nothing/oppose everything strategy is not an option. There is too much decline in the city's commercial and hotel properties, too many problems with the A1A and Commercial Boulevard corridors to ignore and these are challenges that, if left unmet, will continue to drag down the economic viability of the town and result in a spiral of extremely unattractive, unsafe, blighted conditions prevailing.

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Dover Kohl & Partners
Town Planning

Examples:
The South Miami Hometown Plan, produced by Dover Kohl & Partners, was the result of citizen workshops to come up with a vision and plan for the future of the city, focusing primarily on the future of the commercial areas and downtown.

Photo: Courtesy Dover Kohl & Partners Town Planning

Demonstration Projects
South Miami Hometown Plan
Southwest 59th Ave BEFORE

The existing conditions were similar to sections of Commercial Boulevard and A1A, with empty lots, surface parking, and streets that were unattractive and hostile to pedestrians. The change shown between this slide and the next involved on a single block and was entirely focused on improvements to the public realm of the streets and sidewalks. It was implemented as a "demonstration project" on a small scale to bring a small example of the vision to life.

Photo: Courtesy Dover Kohl & Partners Town Planning

Demonstration Projects
South Miami Hometown Plan
Southwest 59th Ave AFTER

The results were eye-opening and created a popular place for residents and visitors to go where they could find a variety of inexpensive places to eat for breakfast, lunch or dinner, pizza, sandwiches or ice cream. It also became the catalyst for change and further implementation of the plan over the next decade, involving a combination of public sector investments in streetscape improvements and private sector rehab and infill development projects improving the individual properties. These dual efforts elevated the quality and character of the entire downtown and attracted a host of new shops, restaurants and businesses that raised the quality and variety of commercial businesses in the city and generated property and sales tax revenues that the city could reinvest in additional streetscape improvements, parks, parking garages and the town hall district.

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Photo: Courtesy Dover Kohl & Partners Town Planning

Demonstration Projects
South Miami Hometown Plan
BEFORE

The scale of the buildings is also very similar to LBTS which makes this an interesting comparison.

Photo: Courtesy Dover Kohl & Partners Town Planning

South Miami Hometown Plan
AFTER

Good story, good example for LBTS.

Photo: Courtesy Dover Kohl & Partners Town Planning

Demonstration Projects
South Miami Hometown Plan
BEFORE

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Photo: Courtesy Dover Kohl & Partners Town Planning

South Miami Hometown Plan
AFTER

Photo: Courtesy Dover Kohl & Partners Town Planning

South Miami Hometown Plan
AFTER

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One other Florida example from Naples focused on their main street, 5th Avenue South.

The community developed a plan and vision for the corridor and this is where the naysayers always complain these are "pretty pictures" and the report just ends up on a shelf and nothing happens…

In the case of Naples, however, the community acted to implement the plan in conjunction with property owners and transformed the streetscape and the quality of shops and businesses along this principle main street in their downtown.

The new buildings now provide an attractive "front door" for the community

A place where people enjoy meeting for business or pleasure for breakfast, lunch or coffee.

A place where you would be proud to bring your friends or family visiting from out of town for dinner, shopping or strolling your main street.
A place that everyone in the community visits, enjoys and takes pride in.

175

Don't be afraid to jump in, pick a place to start, and choose some things you *can* do and take it from there. Take small steps, see how you like the results, and then keep moving forward to improve and care for your wonderful community.