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.

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.
JAN'S CANDIES FOR INCREDIBLE CHOCOLATES

DON PRINCE & HIS CREW FOR CLEANING UP AFTER US

JEFF BOWMAN FOR HELPING US GET A LOT OF THE BASE MAPS

MAYOR ROSEANN MINNET WHO TOOK A GROUP OF THE STUDENTS ON A TOUR OF TOWN ON A HOT SATURDAY AFTERNOON

VICE MAYOR DODD WHO CAME TO VISIT US SEVERAL DAYS DESPITE BEING ON CRUTCHES

COMMISSIONERS CLOTTEY, SASSER AND VINCENT WHO ALL VISITED WITH US AT THE DESIGN STUDIO

THE COUNTLESS NUMBER OF BUSINESS OWNERS AND RESIDENTS WHO MET WITH US, RETURNING THROUGHOUT THE COURSE OF THE WEEK TO WATCH OUR PROGRESS AND PROVIDE OUR INPUT

MOLLY HUGHES, THE TOWN'S TRAFFIC ENGINEER WHO CAME ALMOST EVERY DAY, AND PAVED THE WAY FOR US TO MEET SEVERAL TIMES WITH FDOT

MIKE JARVIS, THE TOWN'S LANDSCAPE ARCHITECT, WHO GAVE US SOME TERRIFIC IDEAS THAT WE INCORPORATED INTO THE PLAN

TOWN ATTORNEY SUSAN TREVARTHEN WHO GUIDED US ON THE CHARTER HEIGHT RESTRICTIONS
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.
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.
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.
The public process here and elsewhere often involves citizens getting organized to prevent unwanted development and change.
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.
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.
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.
Photos from the Saturday public workshop (May 22, 2011)
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
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
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.
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.
New entrance providing better access to underused public parking

25 spaces  20 spaces  6 spaces
Total of 51 potential public parking spaces
• 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)
Project the **VISION**
Not the **VACANCY**
• 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
- 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
[Aerial View of Pelican Square District of Commercial Boulevard showing existing central median; inadequately sized, unshaded sidewalks; existing angled parking]
[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
[View looking east down Commercial Boulevard from A1A showing existing median obstructing vista to ocean; existing angled parking.]
[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]
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]
[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 Seagrave 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]
[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
[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]
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
[View of Marina Plaza Proposal looking east down Basin Drive from East Tradewinds Avenue]
[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]
[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
[Aerial View of Commercial Boulevard Entrance]
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.
The Intracoastal Waterway is a wonderful amenity to the community, yet it is highly underutilized. 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
[View east on Commercial Boulevard bridge]
[View of Commercial Boulevard Entrance Proposal, looking east on Commercial Boulevard drawbridge]
Marina Plaza  Market Square  Pelican Square
Streets: $980,000  $936,000  $824,000
Plaza: $960,000

STREET IMPROVEMENTS: $2,740,000
MARINA PLAZA COST: $960,000
TOTAL COSTS: $3,700,000
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
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.
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
- Wide vehicle right of ways
- Exposed utilities

- Aging, deteriorating public furnishings
- Poor pedestrian experience along A1A
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.
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. 

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
[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]
[“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.
[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 spaced palm tree plantings; new median with shade tree planters, and the existing parking lot.]
[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]
Aerial view of “Business Street Section” looking southeast, from above Walgreens

Ben Arcia
View of “Urban Street Section” looking north up A1A at Commercial Boulevard
View of Hotel Street Section looking north down A1A, from two blocks south of Walgreens

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

Ben Arcia
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
[Views looking north on A1A between El Prado and Washingtonia Avenue, before and after proposed street improvements.]
[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 that 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)
205’ x 180’
89,100 SF Total
21,600 SF Retail
104,400 SF Parking
280 parking spaces

Construction Cost:
$ 5,600,000

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

- **Size:** 205’ x 180’
- **Total Area:** 89,100 SF
- **Retail Area:** 21,600 SF
- **Parking Spaces:** 104,400 SF
- **Parking Spaces:** 280

**Construction Cost:**
- **Total Cost:** $5,600,000
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-caused 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
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 fluorescent
- 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
LAUDERDALE-BY-THE-SEA
UM Community Design & Development Workshop

- Environmentally Friendly
- Provide Shading
- Save Cost & Space
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
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.
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.
[View of Proposed Park Site at Chamber of Commerce looking north on A1A before proposed street improvements.]
View of Proposed Park Site at Chamber of Commerce looking north on A1A after proposed street improvements.
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 the beach with properties along the avenues leading to the portal (see Hollywood & Seaside examples) 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.
[Views looking east down Datura Avenue from A1A, before and after proposed street improvements.]
[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!
Cleveland Street **AFTER** – view towards beach (Hollywood, Florida)
Pierce Street End / Portal **BEFORE** – view from beach (Hollywood, Florida)
Pierce Street End / Portal **AFTER** – view from beach (Hollywood, Florida)
“Communities that do not cultivate quality of life will lose out to others that do…”

- Erica Gies, The Trust for Public Land
STUDY AREA 3: REHAB/REDEVELOPMENT STUDY FOR

TOWN HALL AND EL PRADO
## Current Use of Space:

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<td><strong>Total</strong></td>
<td><strong>24,335</strong></td>
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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.
[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.
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.
**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
[Plan View of Open Space Park Proposal for El Prado.]

[Photo of existing conditions]
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:
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:
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-zaguán (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 zaquán 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
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.
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
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
LAUDERDALE-BY-THE-SEA
UM Community Design & Development Workshop

• 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
Existing Site Plan: Lauderdale Beachside Hotel
• 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
Proposed Bird’s Eye View: Lauderdale Beachside Hotel
Proposed Bird’s Eye View: Lauderdale Beachside Hotel
North hotel property along A1A
Corner renovation of Shutters
New outdoor seating for restaurant and streetscape changes
Evening view of Shutters Hotel
Simple screens to change current exterior of the building
- 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
Existing Site Plan: Lauderdale By The Sea Resort
• 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
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
Existing
Existing
Existing
Tree garden behind spa and fitness center
Existing: property on the corner of A1A entering Lauderdale by the Sea from the south
• Future development opportunities
  – Parking garage
  – Street level retail
  – Pool moved to top of garage

• Streetscape improvements
  – Landscaping
  – Better, pedestrian friendly sidewalks
• 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
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
## INVENTORY

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## PRICING: ADR

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EXISTING ISSUES

- Outdated Properties
- High Property Taxes
- Energy Inefficiency
- Zoning Constraints
- Competing Ocean Cities
- High & Low Season Disparity
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**Assumptions**

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<td>35%</td>
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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
Financial analysis of façade improvements for comparative cases

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**ASSUMPTIONS**

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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
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.
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.
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Conglomerate (Dee Jay & Great Escape)
Conglomerate (Dee Jay & Great Escape)
Conglomerate (Dee Jay & Great Escape)
Conglomerate (Dee Jay & Great Escape)
“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)
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.
LAUDERDALE-BY-THE-SEA
UM Community Design & Development Workshop

Strengthening the identity of Lauderdale by the Sea

NEXT STEPS
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 identity 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.
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.
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.
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.
The scale of the buildings is also very similar to LBTS which makes this an interesting comparison.
Good story, good example for LBTS.
Demonstration Projects
South Miami Hometown Plan
BEFORE
South Miami Hometown Plan
AFTER

Photo: Courtesy Dover Kohl & Partners Town Planning
South Miami Hometown Plan
AFTER
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.
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.