

# Exhibit B

## THE PLAN FOR WEST LOTS



06.22.2018

MIAMI BEACH

DOVER, KOHL & PARTNERS  
town planning



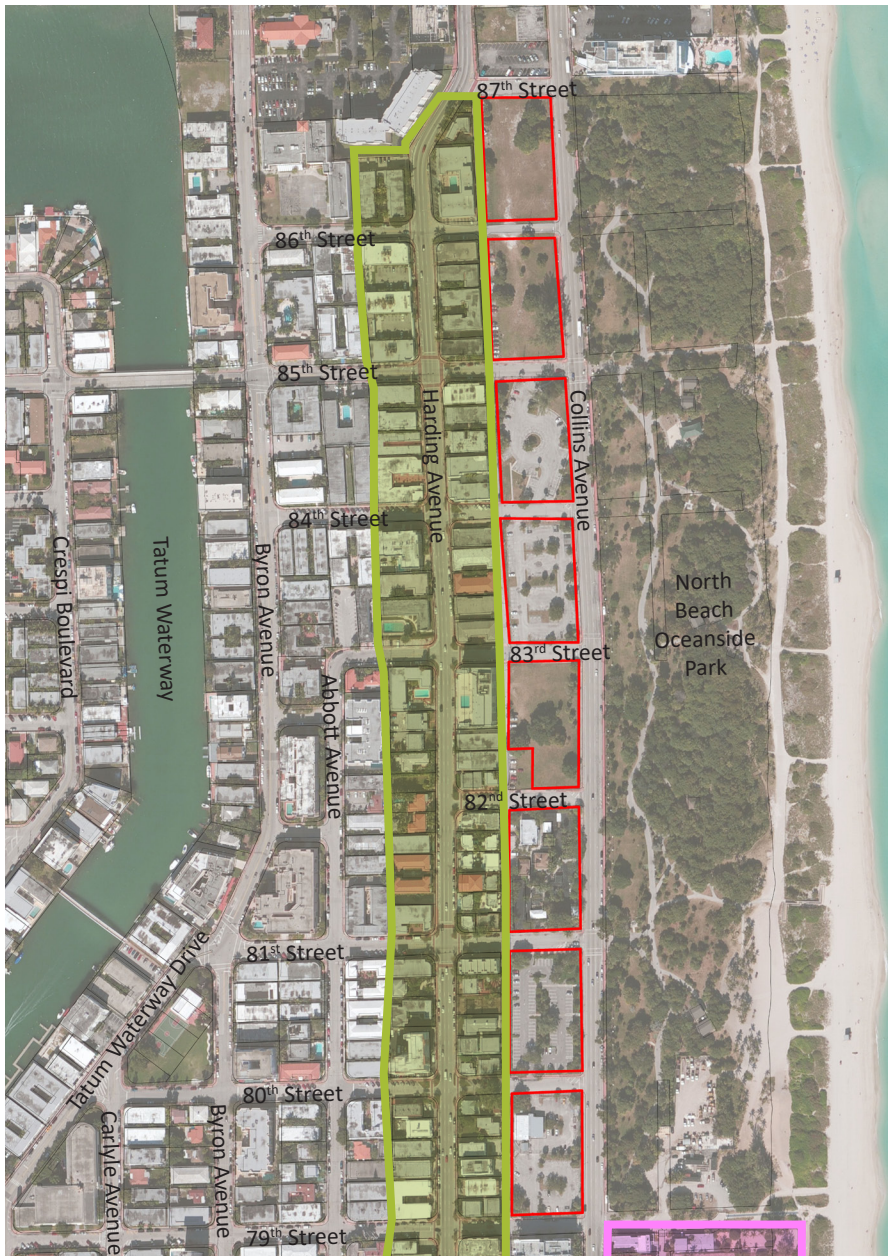


# Introduction

The North Beach Master Plan (Plan NoBe) was adopted by the City of Miami Beach in 2016 following an extensive public process and has served as a catalyst for numerous initiatives in the North Beach area. An initial plan for the West Lots was a part of this larger planning effort. This detailed planning for the West Lots follows from this initial planning process that laid out numerous possibilities for this public asset.

## Planning Area

The West Lots are eight city owned development parcels fronting Collins Avenue between 79<sup>th</sup> Street and 87<sup>th</sup> Street. The lots lie between the North Shore Historic District which was adopted in January 2018 and the North Beach Oceanside Park which fronts the ocean. The lots currently hold three parking lots, Ocean Rescue services, and a new skate park. There are certain considerations for whatever these lots become due to their proximity to these assets.



# 8

half city owned blocks

# 9.43




approximate development acres

# 2

adjacent historic districts

# 300

public parking spaces within the lots

-  West Lots Boundary
-  North Shore Historic District
-  Altos Del Mar Historic District



## Designing in Public

The City of Miami Beach hired town planning consultants, Dover, Kohl & Partners to follow up on their work begun on the West Lots during the creation of Plan NoBe.

From April 30 through May 3, 2018, the team set up a week-long public engagement events at the Miami Beach Rowing Club. The design process centered around a Charrette, an intensive, open planning process that combines hands-on community brainstorming with “designing in public.” The team met with numerous interested residents and stakeholders over the course of a week including property owners, neighbors, merchants, developers, environmental specialists, historic preservationists and community leaders.

Prior to the charrette, Dover-Kohl reviewed the successes that came out of Plan NoBe, previous and current planning efforts both locally to North Beach and citywide, as well as temporary activation of the West Lots themselves.



## Planning Context

Due to the success of other initiatives within Plan NoBe, there is a high hope from the community that what comes from this West Lots planning focus will directly steer future development and use of the area.

The following are some of the successes and planning initiatives that came from Plan NoBe.

### Town center referendum

Plan NoBe called for 71<sup>st</sup> Street to become a real town center. A city wide referendum passed in November 2017 to increase FAR and height limits along 71<sup>st</sup> Street to encourage development and create a walkable main street in North Beach.



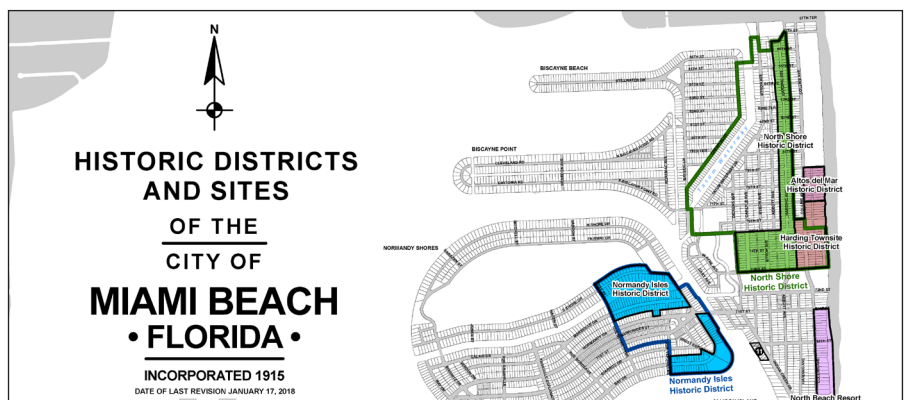
### Rue Vendome road closure

Rue Vendome has been closed between 71<sup>st</sup> Street and Normandy Drive as a way to create a pedestrian friendly environment and activate the plaza space. Future improvements will join the street with the plaza for a larger harmonious center to the community.



### Approval of new historic districts

In January 2018, the City of Miami Beach commission unanimously approved the creation of two new local historic district, North Shore Historic District and Normandy Isles Historic District. In April 2018, two additional districts were added.



## Not planning in isolation

In addition to the results already achieved, there is a lot of focused planning in the North Beach area as well as citywide. It is important to consider North Beach as a whole and not just the West Lots in isolation. Numerous public uses were mentioned as potential uses for the West Lots in Plan NoBe, but they may be better positioned closer to the town center on 71<sup>st</sup> Street. The following are some of the major city projects in the North Beach area that are also moving forward, recent citywide studies that should be considered, as well as recent activity within the West Lots themselves.

### North Beach Oceanside Park

The 28-acre park will be undergoing a 6 million dollar renovation, to include more walkways and trees. There will be new gateways, signage, and program enhancements such as shade structures, restroom facilities and picnic shelters. Construction to start winter 2018.



### Byron Carlyle: cultural arts center

In March 2018 a public discussion on the future of the Byron Carlyle Theater was held. The site is envisioned to be a catalyst project for town center development with potential uses including a cultural center, a community theatre, a teen center, among others.



### 72<sup>nd</sup> street parking lot

A grand vision for the 72<sup>nd</sup> Street parking lot transforms the surface lot into a mixed-use center potentially including a new library, a parking garage, community pool, and park space with a focus for all development to focus on learning and innovation uses.



## Recent Studies for Miami Beach

### Harvard Study

Students at Harvard completed a study of sea level rise with a focus on Miami Beach. One key question is how can open public space become an adaptation strategy?

[mbrisingabove.com/?s=harvard](http://mbrisingabove.com/?s=harvard)



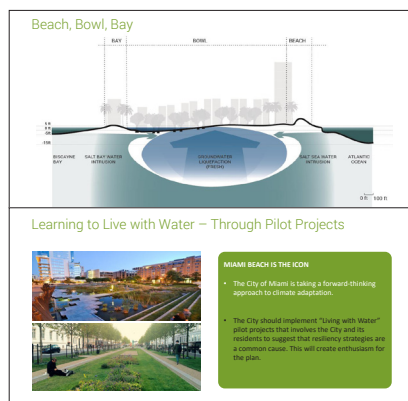
### North Beach Neighborhood Greenways

A series of studies concerning neighborhood greenways was conducted for the North Beach area. The plans suggest the addition of protected bike lanes by the West Lots along 77<sup>th</sup>, 78<sup>th</sup>, 81<sup>st</sup> and 85<sup>th</sup> streets.

### ULI Study

A recent ULI study discussed ways other cities have learned to live with water, the unique challenges facing Miami Beach and the efforts the City has already undertaken.

[mbrisingabove.com/?s=ULI](http://mbrisingabove.com/?s=ULI)



## Recent Activities on West Lot

### North Beach Yard

A five-year lease is approved for the North Beach Yard by Miami Beach commissioners on a city-owned lot at 81<sup>st</sup> Street and Collins Avenue. The North Beach Yard will be a gathering space that would include food trucks, small retail businesses, a bar, and various education and entertainment programs.



### Skate park

One of the recommendations of Plan NoBe was to create a skate park. A temporary skate park has been created on the public parcel by 82<sup>nd</sup> Street. It gained popularity immediately and provides a place for amateurs and athletes to gather, practice and showcase their skills.



# Charrette



## Site Tour

To further understand the planning area and surrounding context, the team toured the area on April 30, 2018. The Dover-Kohl team was joined by Kirk Pascal, a local community advocate as the team walked through North Beach Oceanside Park out to the beach, explored the North Shore Historic District, crossed Tatum Waterway and traveled on foot back to through the West Lots. The tour enhanced the team's understanding of current issues, concerns, and development and conservation prospects of the area.

## An observation

When looking from the beach toward the West Lots, height exists to the north with Surfside and a new tower on 87<sup>th</sup> Terrace, and to the south with Ocean Terrace and the town center. In between everything seen is natural and open.





## Kick-off Presentation & Hands-on Design Session

On the evening of Monday, April 30 the community was invited to join the Dover-Kohl team at the Miami Beach Rowing Club for a Hands-On Design Session, an important part of the Charrette process. The team presented and listened to a full room, with more than 60 members of the community including residents, local stakeholders, city officials and media representatives.

As people entered the room they reviewed several informational boards and exercises where they placed red and green dots to express some of their ideas for this part of the community and begin to think deeper about their concerns.

Michelle Huttenhoff, Economic Development Manager with the City of Miami Beach provided an introduction to the planning process, and the role of the public in creating a plan tailored to the needs of the community. Dover-Kohl principal Jason King discussed the projects' goals, what was hoped to be achieved over the course of the week, and what efforts were already in progress. He discussed various topics and opportunities including sea level rise adaptation, vertical farms, and a market study. The presentation was interactive and included keypad polling to gauge the attendees' priorities with real-time results displayed on the screen.



The dot exercise



Michelle Huttenhoff addressing the crowd at the Kick-Off

The event continued with a hands-on design exercise where small groups of eight to ten people gathered around tables to share their varied ideas for the future of West Lots. Each table was equipped with a map of the study area, markers, a flip chart, and questions to consider. Citizens drew on the maps and wrote comments on the flip charts to illustrate how they might like to see the West Lots used in the future.

At the end of the session, a spokesperson from each table presented their table's big ideas to the entire assembly. The vision for the future development of West Lot varies; some view them as sites for development, some see them as opportunities for parks and recreation area, some envision residential development, while others see them as an opportunity for resilience, innovation, and education.



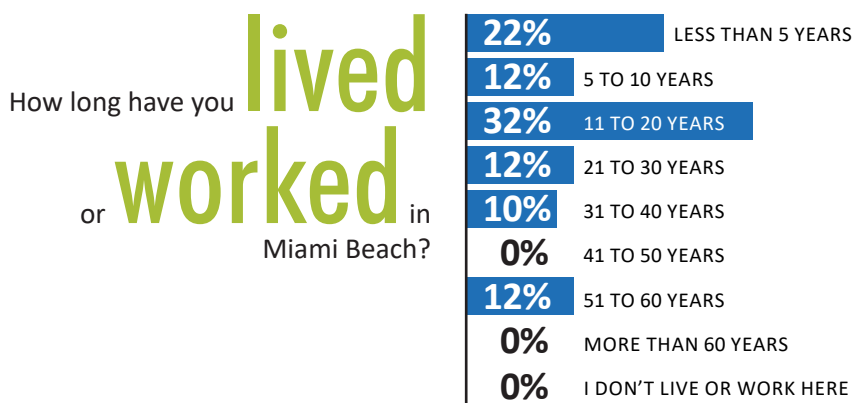
Representative presents the 3 big ideas from the group

# What we Heard

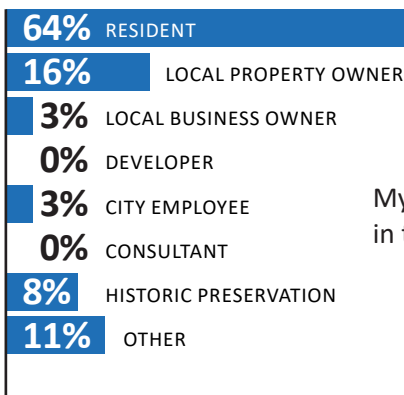
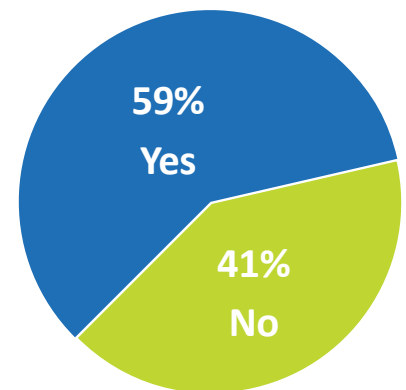
Feedback was solicited from participants in a number of ways including keypad polling, one word cards, exits surveys, small conversations and the table discussions.

## Keypad polling

During the kick-off presentation, a series of keypad polling questions were asked of the 60+ people attending.

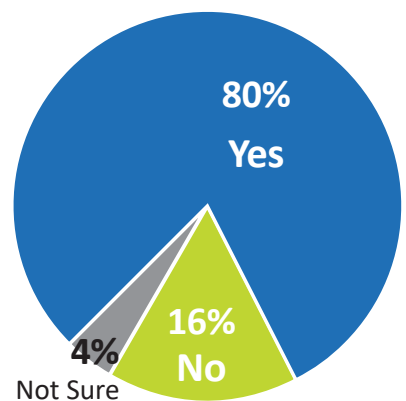


Did you **participate** in the Plan NoBe Public Process?

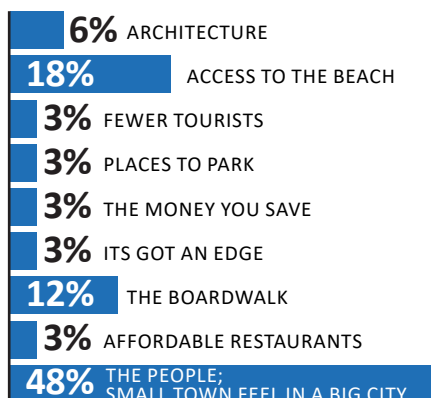


My primary **interest** in the West Lots is...

Do you go to North Beach Oceanside **Park**?



What is the most important thing to **protect** or **enhance** about North Beach?



## One Word Cards

Participants at the kick-off presentation and hands-on design session were asked to complete an a “one word” card. Participants simply wrote down one word that came to mind about West Lots “Now” and “In the Future.” From these responses a word cloud was created. The more respondents used a word, the larger that word appeared.

In one word, respondents described West Lots “Now” as “underutilized,” “parking,” “green,” “barren” and “preservation.” In one word, respondents described West Lots “In the Future” as “green,” “active,” “community,” “family-focused,” “preservation,” and “public use.” Other words were used and they are all important, but these are the words that were expressed the most.

**ONE WORD** that comes to mind about the **WEST LOTS...**

**NOW:**

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**IN THE FUTURE:**

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*(in my vision)*

now:

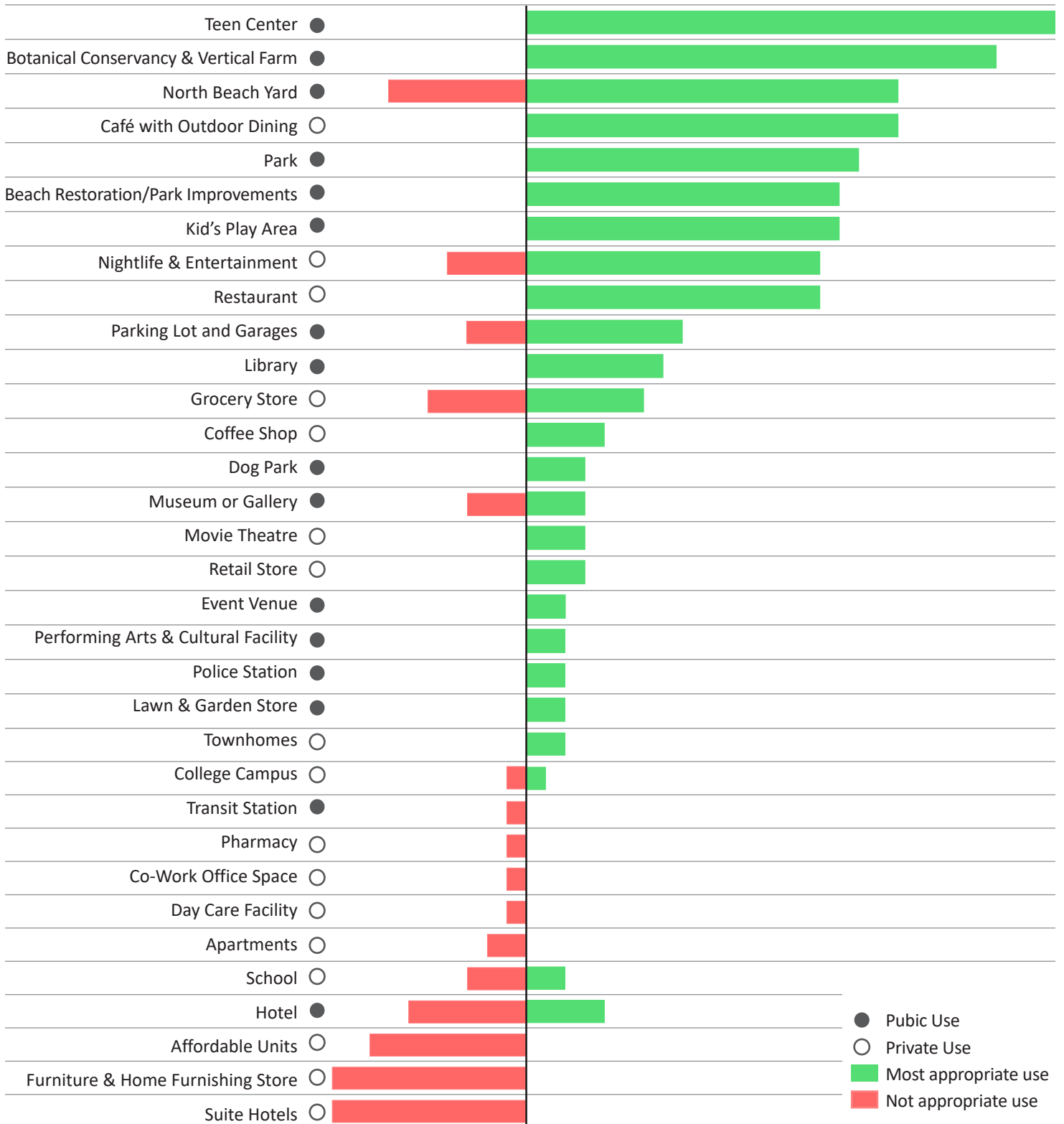


in the future:



## Preferred uses in West Lots

Participants were given four green dots and one red dot to choose most appropriate or not preferred uses for the West Lots.



## Log cabin relocation & treatment

The removal of the log cabin from the West Lots is a great concern to the community. Boards were created to solicit feedback on a preferred final location for this beloved structure within the community. Options for preferences of preservation, restoration, and reconstruction based on costs and other examples was also asked.

A focused discussion on the log cabin based on the input received was discussed on May 16 with a decision made to place it in North Beach Oceanside Park centered at the entrance on 81<sup>st</sup> Street.

# located?

Where should the Log Cabin be



OPTION 1 **20%**



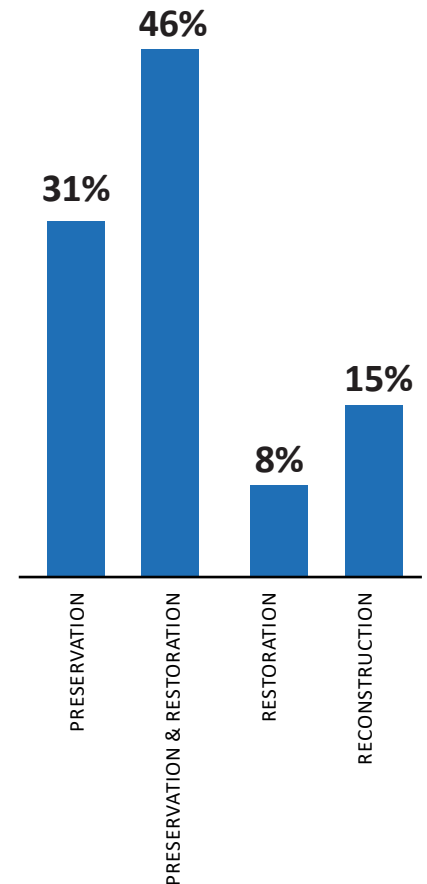
OPTION 2 **64%**



OPTION 3 **16%**

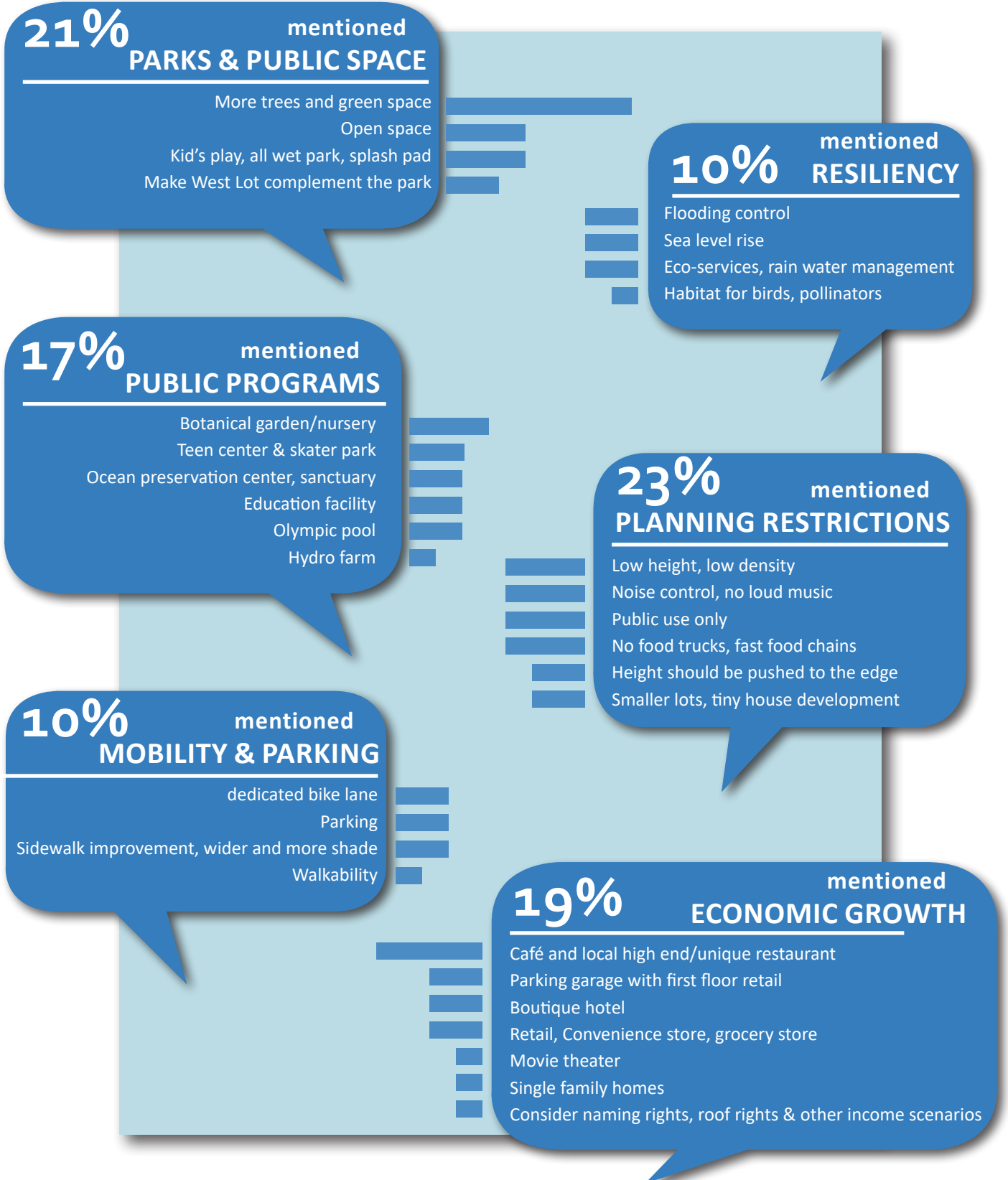
LOG CABIN TREATMENT SCENARIOS			
Place a GREEN dot in the preferred column the scenario that you believe is most appropriate for the treatment of log cabin. <span style="color: green;">●</span> Selected Scenario			
SCENARIOS	COST	CASE STUDY	PREFERRED
<b>PRESERVATION</b> Preservation involves the maintenance and repair of existing historic materials and retention of workmanship from as close as possible to the original construction. The structure would also have new uses. 	<b>\$\$\$</b> \$500,000 to \$1,200,000	100 Clinch Street (Preserved & Improved in 2005) 	
<b>PRESERVATION &amp; RESTORATION</b> Work done to restore as the original history and style. Items are preserved, repaired, and replaced with like materials. The structure would also have new uses. 	<b>\$\$</b> \$400,000 to \$800,000	Blueway Log Cabin (Preserved & Restored in 2016) 	
<b>RESTORATION</b> Restoration requires the repair of a particular period of time in its history. The use of some existing materials but primarily new materials. The structure would also have new uses. 	<b>\$</b> \$400,000 to \$600,000	Miami Beach Women's Club (Restored in 2015) 	
<b>RECONSTRUCTION</b> Reconstruction is the re-creation of non-surviving portions of a property for interpretive purposes. The structure would have the widest variety of new uses. 	<b>\$</b> \$250,000 to \$400,000	Cape Florida Cottage (Reconstructed in 2013) 	

Which scenario is preferred for the **preservation, restoration, or reconstruction** of the Log Cabin?



## Summary of Public Input

This summary combines the information gathered from table big ideas, notes and exit surveys.



## Open Studio

Tuesday, May 1 and Wednesday May 2 the planning team continued to work with the community in an open design studio at the Miami Beach Rowing Club. Residents and local leaders were encouraged to stop by the studio throughout the week to check the status of the plan, provide further input, and to make sure the design team was on the right track. The table drawings and plans from the Monday night's hands-on design session were placed around the room for continual review. While community members visited the studio, the design team continued to analyze the information gathered from the community to formulate the concepts for the plan.

Victor Dover and Joseph Kohl, principals of Dover, Kohl & Partners joined the team on Tuesday and Wednesday in order to attend technical meetings and weigh in on the plan as it developed.

In addition to the public design studio, members of the planning team met with city staff and staff recommended industry representatives on a range of topics elected officials, City departments, and local residents in scheduled technical meetings open to the public. Scheduled technical meetings included meetings with historic preservation, climate change and resilience, university and education, economic development and jobs, housing and affordability, transportation, and parks and recreation. During the meetings the team answered questions and discussed their ideas to gain further input to ensure that any ideas being developed were balanced by many viewpoints.





## Work-in-Progress Presentation

The charrette week ended with an evening “Work-in- Progress” presentation on Thursday, May 3 at the Miami Beach. Over 40 citizens gathered for the presentation. After introductions by Michelle Huttenhoff, Jason King began the presentation with a summary of the week’s events. Jason walked through the concepts gathered from the public at the Hands-on design session and throughout the week.



## Since the Charrette

Following the charrette the planning team met with commissioners, city staff and focus groups to discuss what we had heard and gather additional ideas and input. A word cloud was created for the terms we heard most. Some of the words heard most included “temporary”, “experimental”, “beachy”, “parking” and “resilience.”



**Town Center** first

**Grow slowly**

**Low-impact,  
active, civic/  
social uses**

**Higher edges**

Keep West Lots and North  
Beach Oceanside Park

**linked** and uses  
**complementary**

# The Plan

## Design Principles for the West Lots

Five “Big Ideas” form the key recommendations of this plan. These five ideas (and many others) came from conversations held in Miami Beach during and after the Charrette week and became the guiding principles for the design process. Although specific details may change as the plan is implemented, the “Big Ideas” should remain intact.

### Big Ideas

1. Grow **with consensus** in ways that enhance North Beach’s uniqueness
2. Provide **active uses** to support the **passive park**
3. **Higher-height** (if needed) and revenue-generating uses, on **edges**
4. Showcase **resilience** and **sustainability**
5. Don’t lose **parking** but improve transit **access**



# 1. Grow with **consensus** in ways that enhance North Beach's **uniqueness**

The West Lots are the seam between two of North Beach's arguably most important features, North Beach's historic districts and the North Beach Oceanside Park. Any plan for the West Lots must respect both the neighboring historic districts and the park while also bridging the two together.

The week-long public engagement process demonstrated that there is a diverse range of ideas envisioned for the West Lots. However different those ideas may have been, they all shared the common thread of maintaining North Beach as a unique place in Miami Beach and to build upon what makes the area special without losing its character.



- West Lots Boundary
- North Shore Historic District
- Altos Del Mar Historic District
- North Beach Oceanside Park

## 2. Provide active uses to support the passive park

### Active Uses

The middle four of the West Lots are ideal locations for active uses to support and supplement the passive park. The City is already providing temporary active uses in the West Lots to supplement the passive uses of the North Beach Oceanside Park.

### Temporary Uses

Temporary uses are a low-cost, low-risk method to test out new ideas. If popular, these temporary uses can become permanent. Some portions of the West Lots may be suitable for a continuous and always changing program of temporary events and activities.

### A Case Study in Park-Side Temporary Uses

The lots north of the Tulleries in Paris are kept available for temporary, rotating uses. The changing scene in this area adds a dynamic element to the static, unchanging formal park to the south. The two areas complement one another and provide a broad range of attractions to meet the needs of area residents and tourists.



**Low-impact, active, civic and social uses which compliment the passive park can be located on West Lots.**

### **City Market**

A city market is a building or covered space where independent vendors operate stalls to sell food and other items. The lower startup costs for renting a stall space versus a shopfront lower the barrier for entry. City Markets can be an incubator for new businesses.



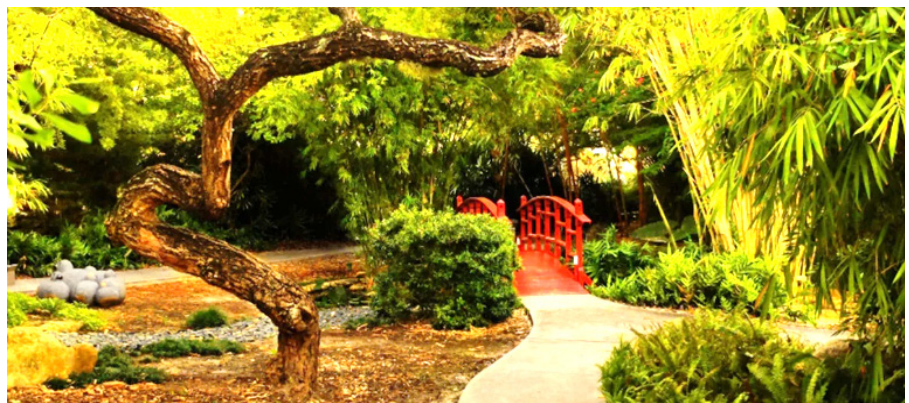
### **Splash Pad**

These recreational fountains can be a visual feature and also provide a recreational function. Splash pads are popular in hotter climates where they can provide a playful opportunity for children and also a means of cooling off.



### **Botanical Gardens**

North Beach is home to a variety of native vegetation and a botanical garden can showcase the area's native flora.



### **Monstrum Destination Art/ Play Park**

A kids play area rated highly during the Charrette as a use appropriate for West Lots. *Monstrum* produces unique playgrounds with a focus on artistic and architectural quality that can become a destination piece for North Beach.





### More on City Markets

City markets, also known as market halls or food halls, provide a continuous series of one-story market stalls with a mix of small-scale, independent and locally-owned restaurants and retailers. The varied experience and casual sociability of city markets is why they continue to thrive in an era of online shopping and grocery delivery services. Historic city markets like Faneuil Hall in Boston; City Market in Charleston; Pike's Place in Seattle; and San Francisco's Ferry Building marketplace have led the way for new city markets like DeKalb Market Hall in New York, and Ponce City Market and Krog Street Market in Atlanta.

A temporary city market on North Beach could showcase local vendors who reflect the cultural and ethnic diversity of South Florida and the Caribbean. A city market could help raise Miami Beach's profile as a hub of dining experiences. Cocktail bars, daily live programming, enticing aromas, cooking demonstrations, maker spaces, artist studios, kitchens exploring the latest trends in cuisine, and locally-raised agriculture meats are all part of the city market experience.

The Miami Food and Wine Festival offers a similar experience with hundreds of chefs flying in from around the world to cook at the fest's various dinners and parties. A commitment to local businesses and restauranteurs, the kind of commitment that can only be made when a municipality owns the site, could make a North Beach City Market something quite different from the festival.

While historic city markets tend to be located in landmark historic structures newer city markets are found in inexpensively constructed buildings with high ceilings, exposed trusses, clerestory glass windows, and industrial materials.

## City Market examples

### Faneuil Hall(Quincy Market)

Boston, MA



### Charleston City Market

Charleston, SC



### Pike Place Market

Seattle, WA



### Ponce City Market

Atlanta, GA



### Art Space

Many of Miami’s most iconic destinations emphasize local artists. This theme can transfer to North Beach with the West Lots providing a location to showcase the work of North Beach artists.



### Eco-Hotel

With a location adjacent to the largest park space in Miami Beach, the West Lots could be home to an eco-hotel, offering a vacation experience specifically tied to the natural environment of Miami Beach, an experience not available elsewhere on the island.



### Outdoor Dining

The warm and sunny weather in South Florida permits outdoor dining year round. Dining “al fresco” is an enjoyable social experience that connects people to each other and their environment. Outdoor dining can also be coordinated with a City Market.



### Bike Shop/Coffee Shop

Miami Beach has one of the highest walking and biking rates within Florida. A bike shop can encourage North Beach residents and visitors to opt for two wheels instead of four for getting around. More trips made by biking reduces the number of cars on the road and can also be a healthy and fun way to see the area.





### 3. Showcase **resilience** and **sustainability**

#### **Resilience Labs**

While FIU and other area universities have classrooms in Miami Beach, there is a need for wet labs and other research facilities. West Lots could provide a location for these uses on the northern or southern most lots.



#### **Innovation Campus**

Local universities and schools could open an innovation campus on the West Lots with a focus on resilience and marine sciences. The research done here can benefit coastal areas worldwide while also serving as a local educational center with a focus on the South Florida environment.



#### **Stormwater Bio-Park**

Stormwater and flooding are a concern in North Beach. The West Lots could support stormwater bio-parks, such as the one shown here from Atlanta, that functions both as a stormwater mitigation feature as well as recreational amenity.



#### **Water Square**

This water square in Rotterdam functions similarly to the stormwater bio-park. Typically, the square is dry and functions as a civic space. During periods of rain, the square becomes a retention area for water.





### More on Water Squares

Water squares serve two functions: an environmental function, as water infrastructure, and as an amenity in the form of natural parks which showcase a willingness to live-with-water in the era of rising seas. Both purposes help to increase resilience. Water squares are a kind of blue-green infrastructure which uses the blue (water) and green (nature) to protect against flooding and other effects of climate change. Examples of water squares can be found at Confluence Park, in San Antonio; Buffalo Bayou Park in Houston; and Tanner Springs Park in Portland.

Water squares work best environmentally in highly-urbanized areas, with high-flood-risk, in places that are likely to be inundated by stormwater during rain events because there is no natural relief system during peak-rain events. Water squares alleviate flooding caused by heavy rainfall by collecting water run-off that is trapped in the impervious hardscape of the urban environment, and slowly allowing water to infiltrate back into the groundwater. Most water squares are miles from natural relief systems like rivers and oceans.

West Lots, however, is less than a mile from both the Tatum Waterway and the Atlantic Ocean. The water table, the upper surface of the zone of saturation, is also relatively high in West Lots and a slow-release seepage into the groundwater may not occur as it does in other places. Questions remain as to how much environmental benefit a water square would provide in Miami Beach and more study is needed.

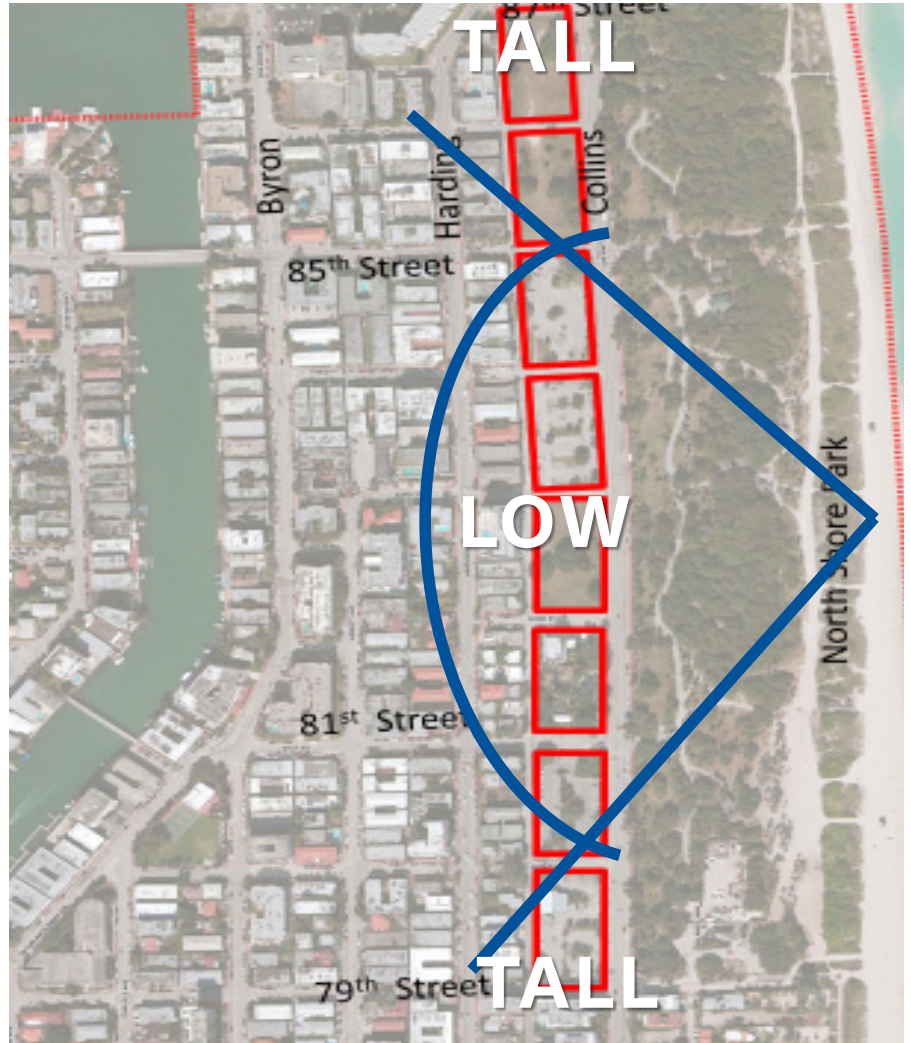
The amenity value of a water square would be high. Water squares serve a symbolic purpose, communicating that a city is prepared to live with water in the future. Holding water where it falls, slowing the flow of water across the landscape, and storing large volumes of rainfall for infiltration and other uses may become an important part of Florida's overall resilience strategy. Miami Beach, then, would continue to showcase innovative adaptation strategies. Making space for water and making it visible across the urban landscape allows Miami Beach to showcase the region's diverse flora and fauna. Symbolically, it may be valuable to provide a place where visitors can see natural processes along with mechanical systems, each working to enhance the function, beauty, and resilience of the region.

#### 4. Higher-height (if needed) and revenue-generating uses on edges

##### The view from the beach

The large natural area in North Beach sets this beach experience apart from all others in Miami Beach. When looking from the beach toward the West Lots, the scene is primarily natural and open while elsewhere on the island the view is of high rise buildings.

Protecting the view from the beach should be a primary goal of the plan for West Lots. The middle lots should have low heights for any buildings that may be located there. Any taller, revenue-generating uses (if needed) should be located on the two northern and two southern blocks, adjacent to existing taller structures.



## Hydroponic Farm

Hydroponic farm grows food without soil, instead a nutrition rich solution is used to supply plants with water and essential minerals. It is eco-friendly and can reduce the transportation cost and nutrition loss.



## Carousel

Carousel is a family friendly facility, the equipment can be utilized both at day and night. If placed properly, it can revive community.



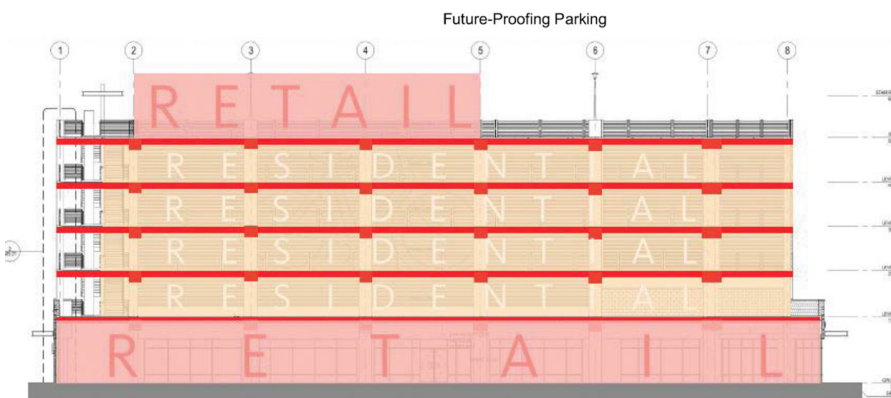
## Teen Center

Teen center is a desirable use mentioned by the community. It could be developed on an entire block or a proportion of a lot. It provides the teenagers a place to participate in various educational and recreational activities.



## Convertible Parking

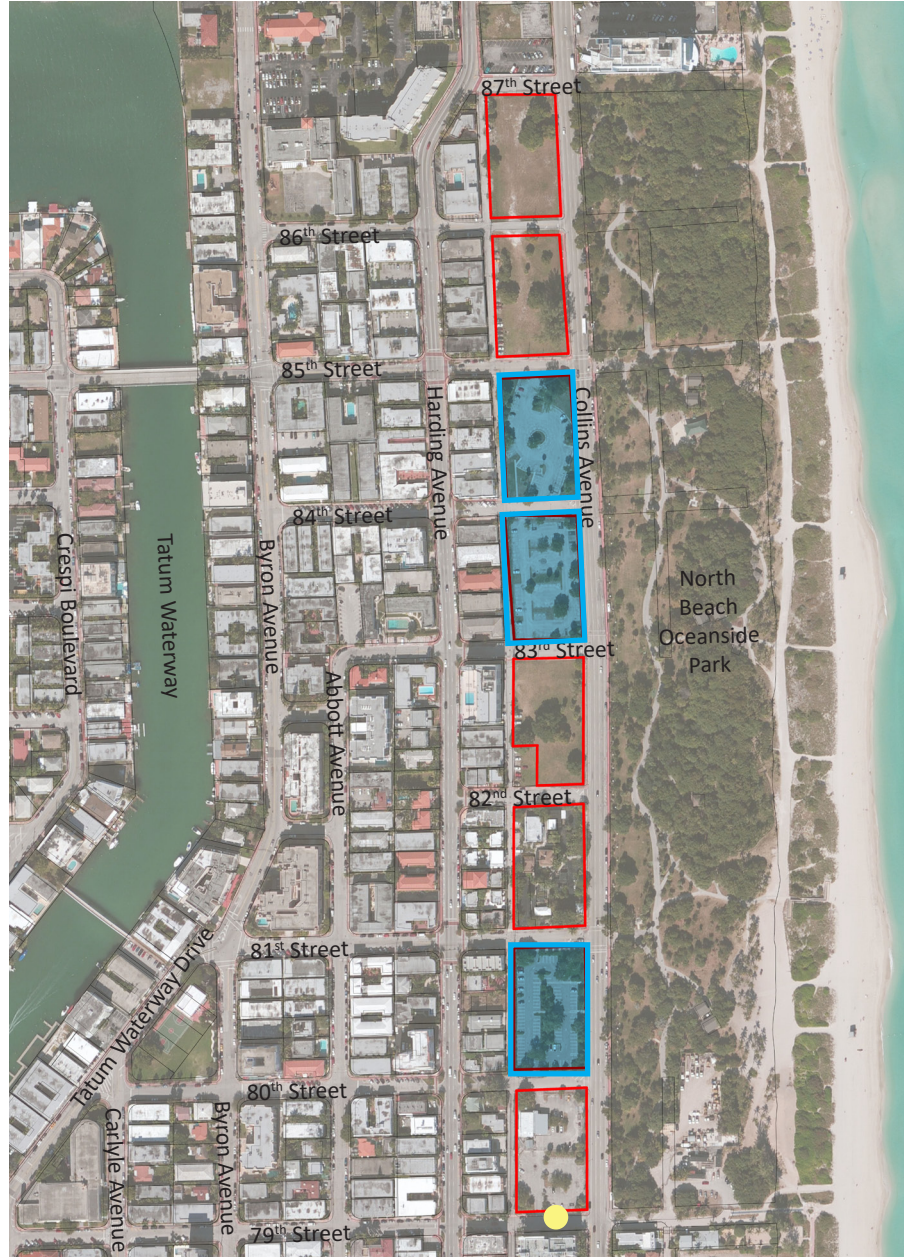
The advancement of driverless cars technology can make a fair amount of current parking structures obsolete. Any proposed parking structure should have a future-proofed design that make it easy to be converted to different uses.



## 5. Don't lose parking but improve transit access

Three of the West Lots are currently surface parking for the beach. These lots, along with on-street parking total approximately 650 spaces. Any plans for the West Lots should replace the loss of surface parking and increase the total number of spaces.

Transit access to the West Lots should also be improved. Enhanced bus stations or a transit hub could create a more pleasant experience for those traveling by transit.



- West Lots Boundary
- Existing Surface Parking Lots
- Bikeshare Station

# Overall Map

