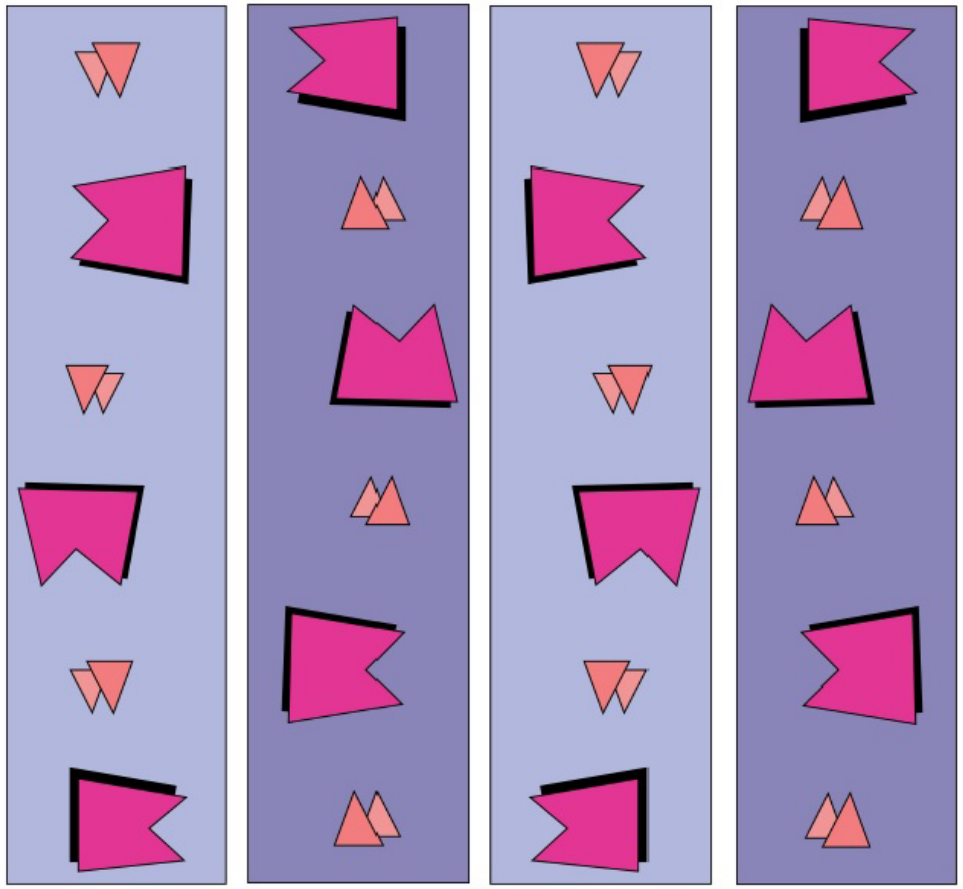
Exhibit A



Byron Carlyle Theater
Conceptual Master Plan

Synthesis from First Round of Public Meetings
April 27-28, 2022

MIAMIBEACH
www.miamibeach.gov

Shulman + Associates
Consultant

The Byron Carlyle Theater Conceptual Master Plan should:

- Engage public in a meaningful way during design process
- Propose a thoughtful vision for redevelopment
- Consider historic role of theater in the community and its redevelopment potential
- Proactively engage resiliency issues
- Provide an architectural framework for a civic minded, economically viable, sustainable, community enriching project

STRENGTHS

- Landmark of the community
- Memory of neighborhood;
  Value to continuity
- Notable midcentury architect, Mathes
- Civic façade –marquee at the front (though changed), gives shade

WEAKNESSES

- Issues of resilience: built way below FEMA flood elevation, starts at grade and goes down beneath grade. Bathrooms are below grade.
- Deterioration, especially west building: electrical room, concrete is spalled and needs major repair, not up to code, not accessible

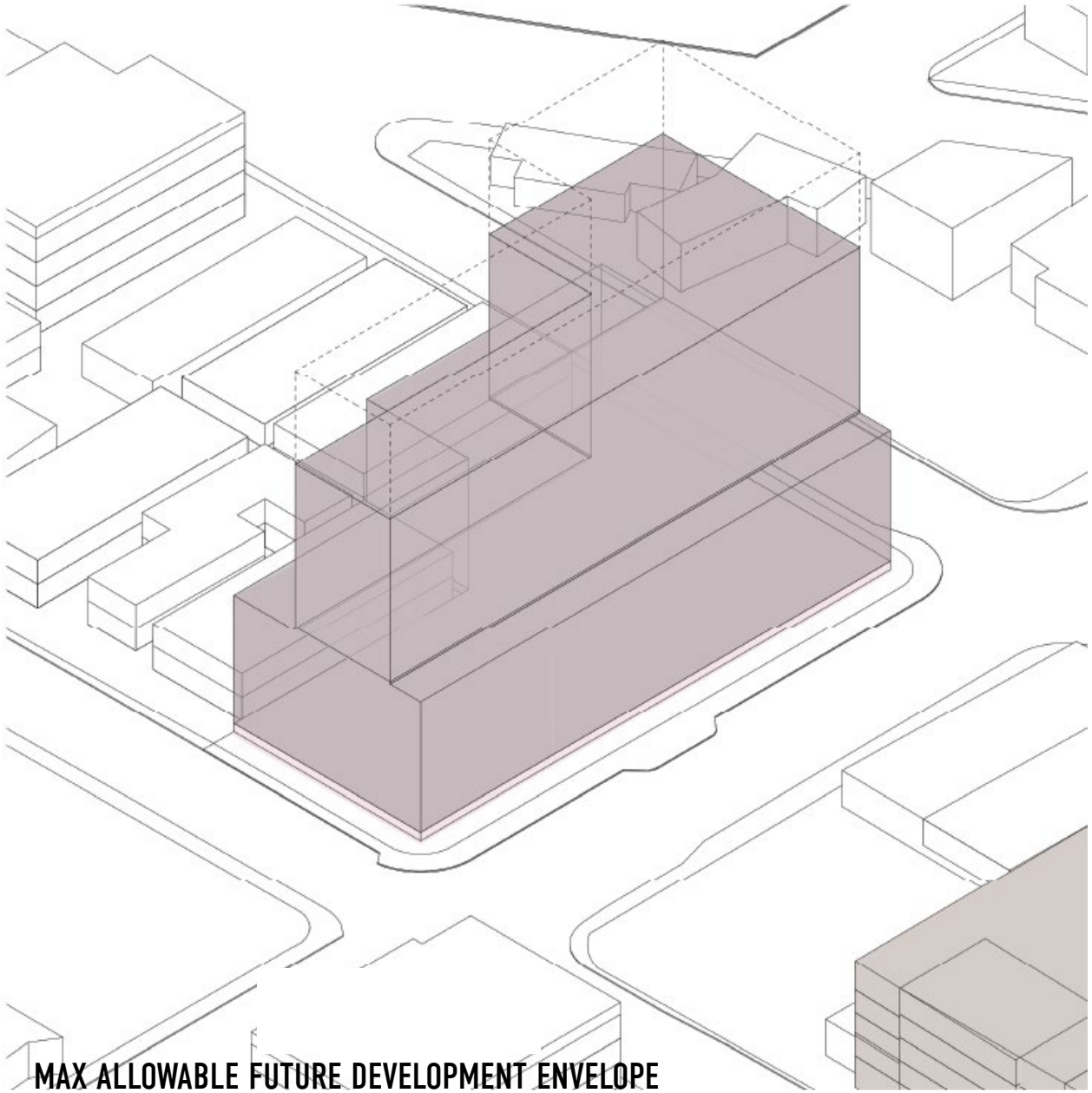
OPPORTUNITIES

- North Beach needs a major cultural facility, others down in South Beach (except Bandshell)
- Adding program(s) could meet other needs in the community
- Workforce housing? Office space? Hotel? Parking?

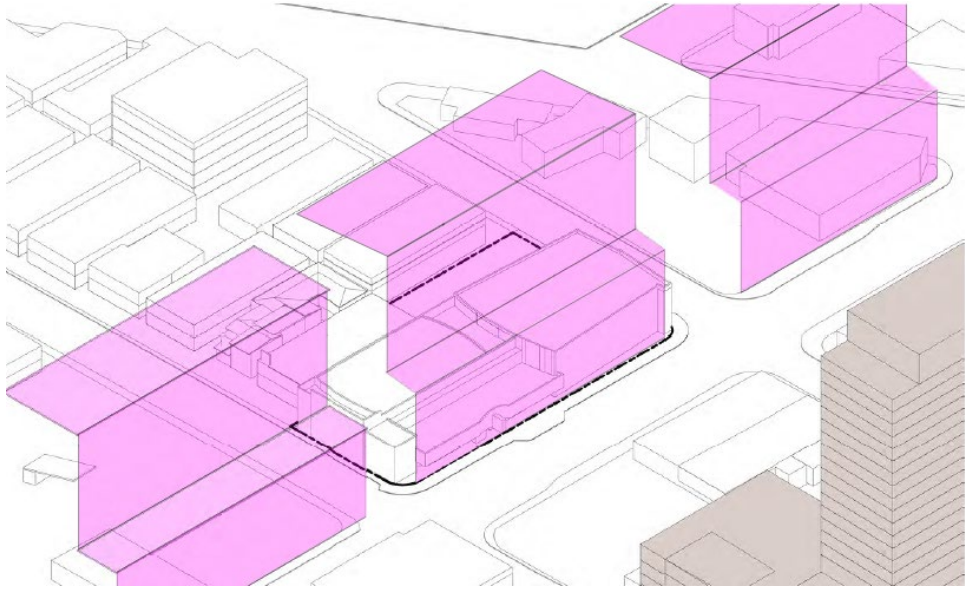
THREATS

- Climate change/flooding
- Lack of vision/ funding to renovate, manage theater
- No market for theater in North Beach?

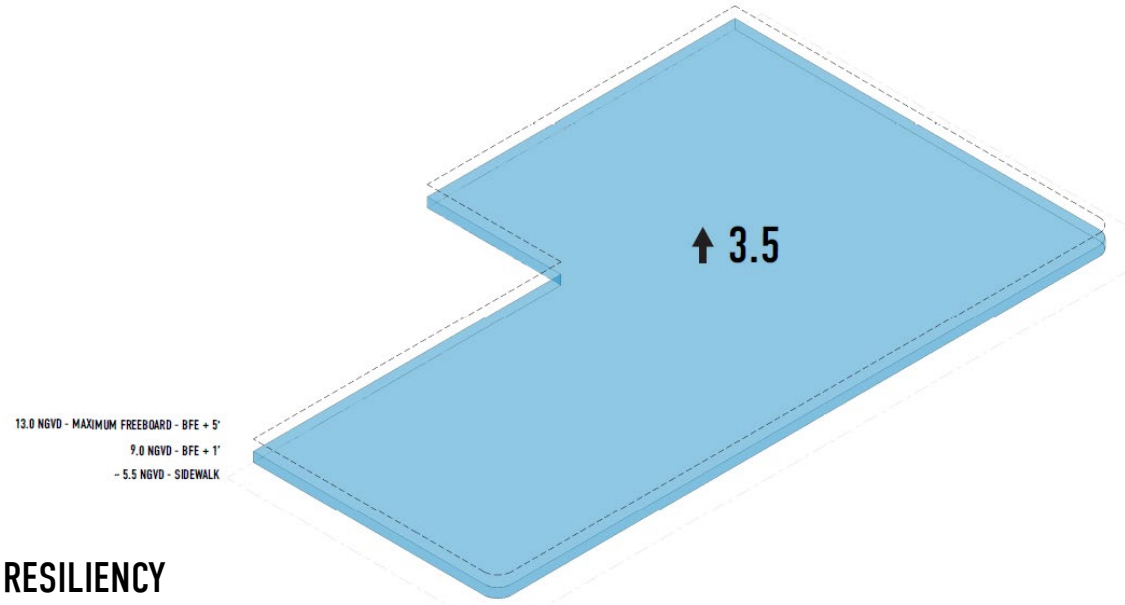
S.W.O.T. ANALYSIS



MAX ALLOWABLE FUTURE DEVELOPMENT ENVELOPE



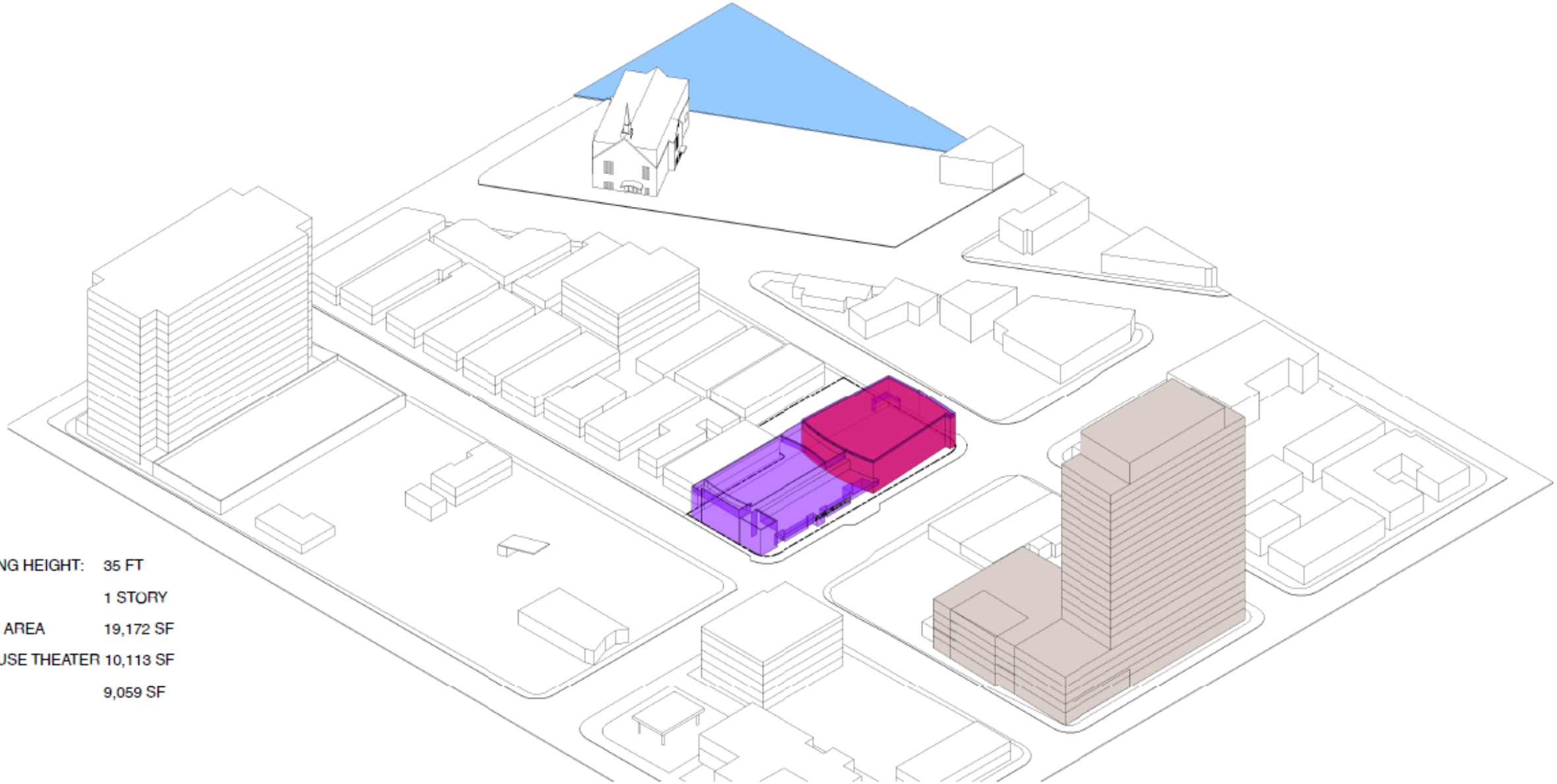
POTENTIAL SCALE



RESILIENCY

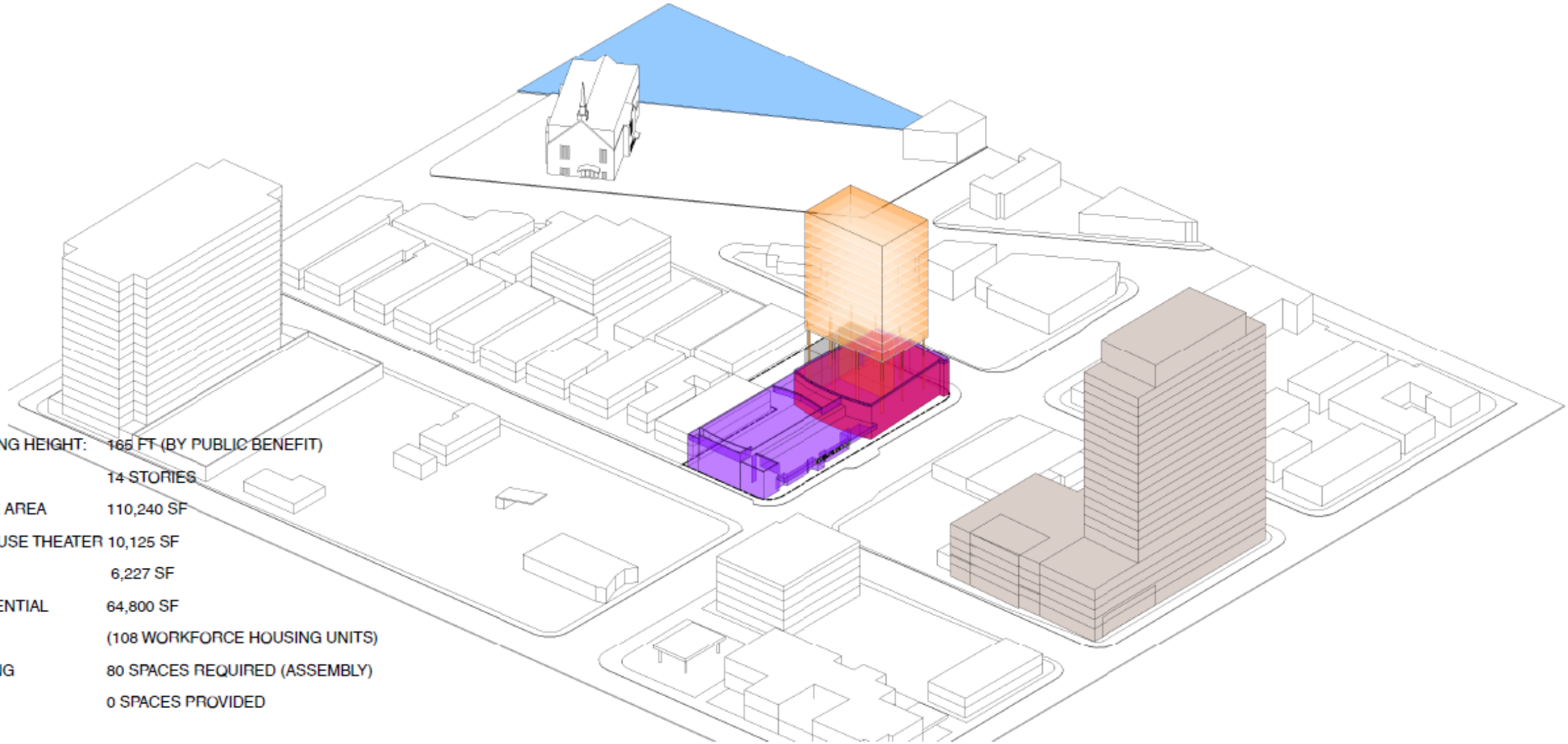
DEVELOPMENT SCENARIOS

PRESERVE
PRESERVE+EXPAND
DEMOLISH+BUILD NEW



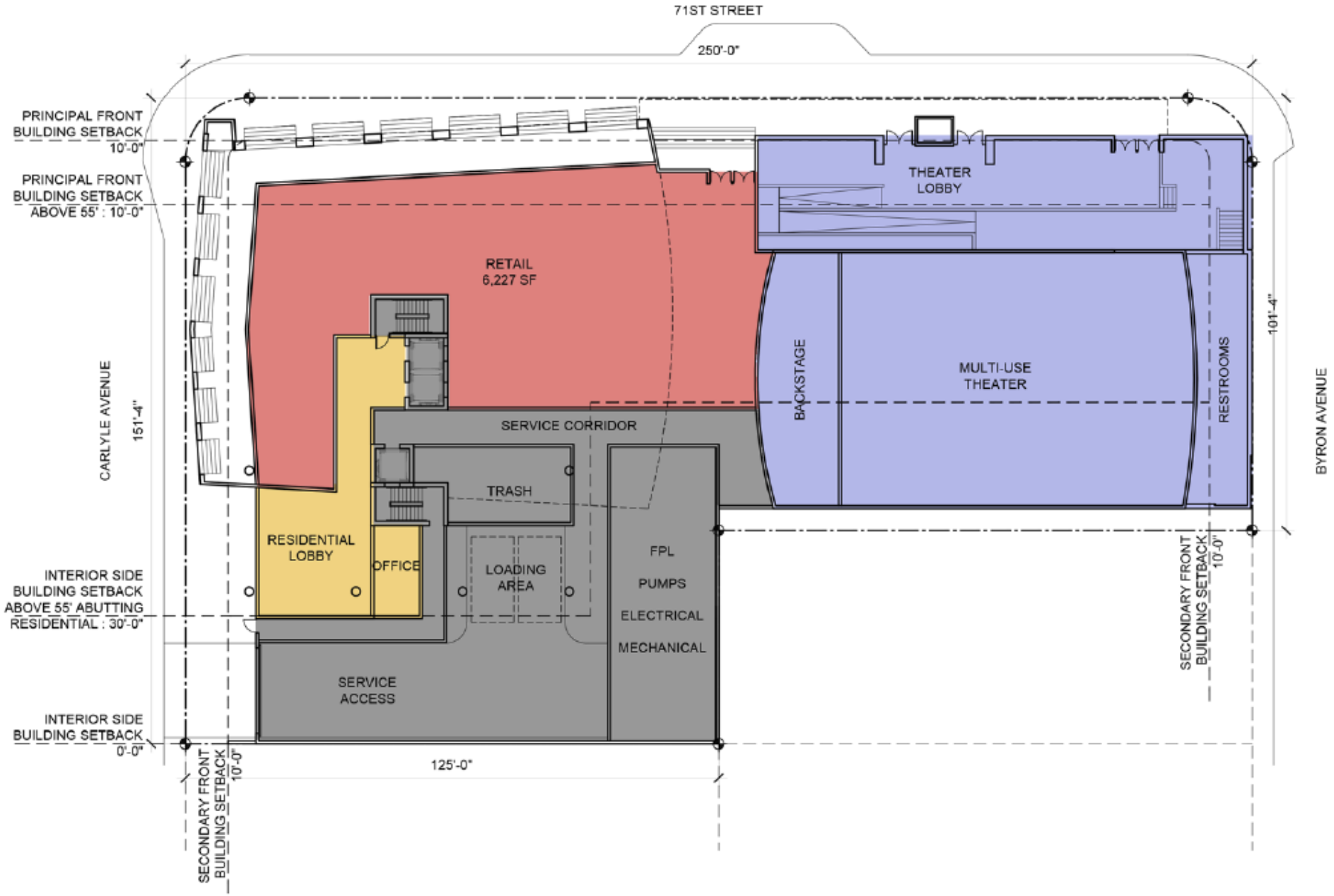
BUILDING HEIGHT:	35 FT
	1 STORY
FLOOR AREA	19,172 SF
MULTI-USE THEATER	10,113 SF
RETAIL	9,059 SF

IDEA 1 - PRESERVE: RESTORATION/ADAPTIVE USE

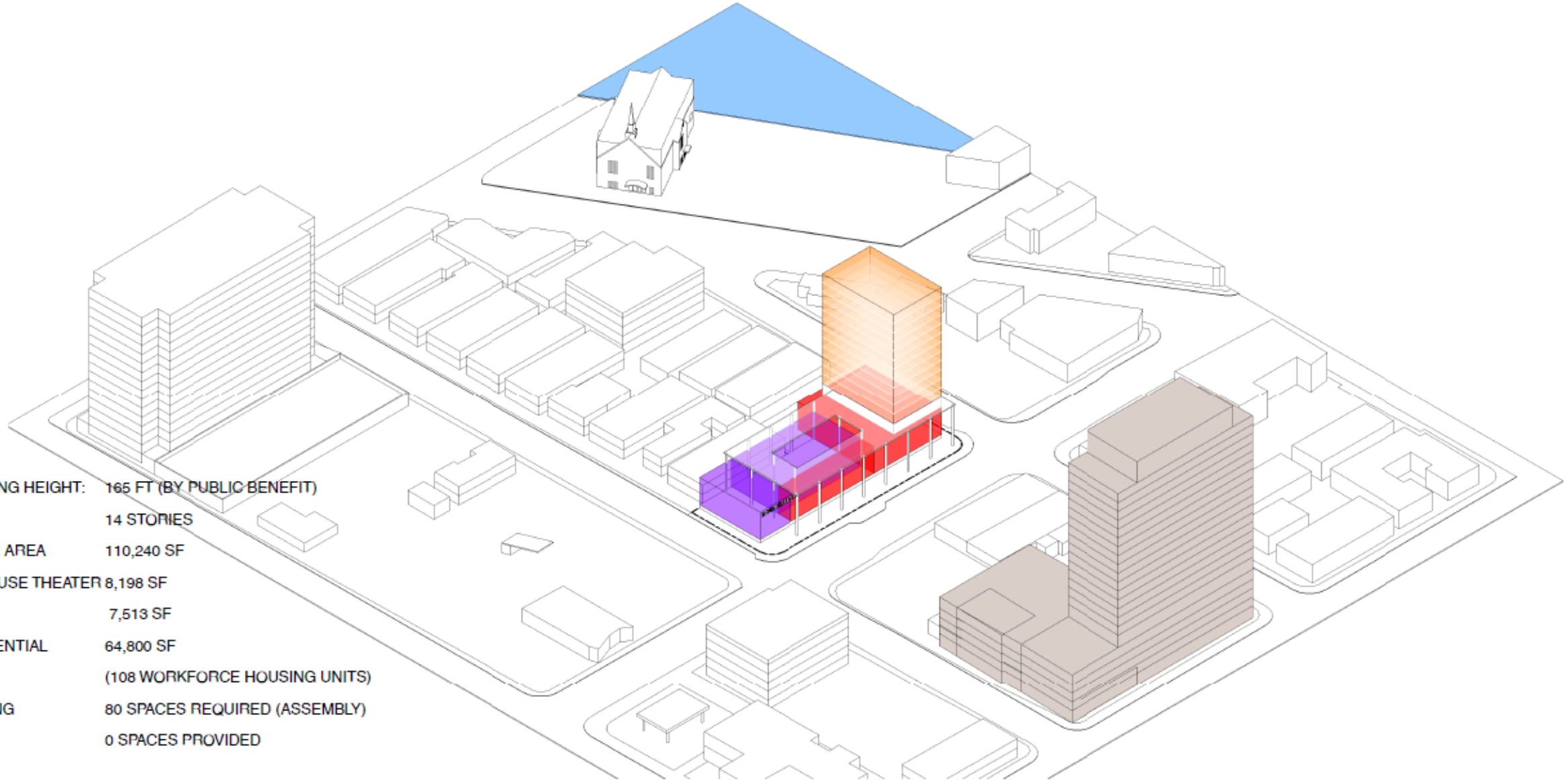


BUILDING HEIGHT:	165 FT (BY PUBLIC BENEFIT)
	14 STORIES
FLOOR AREA	110,240 SF
MULTI-USE THEATER	10,125 SF
RETAIL	6,227 SF
RESIDENTIAL	64,800 SF
	(108 WORKFORCE HOUSING UNITS)
PARKING	80 SPACES REQUIRED (ASSEMBLY)
	0 SPACES PROVIDED

IDEA 2 – PRESERVE+EXPAND: RESTORATION/ADAPTIVE USE & EXPANSION

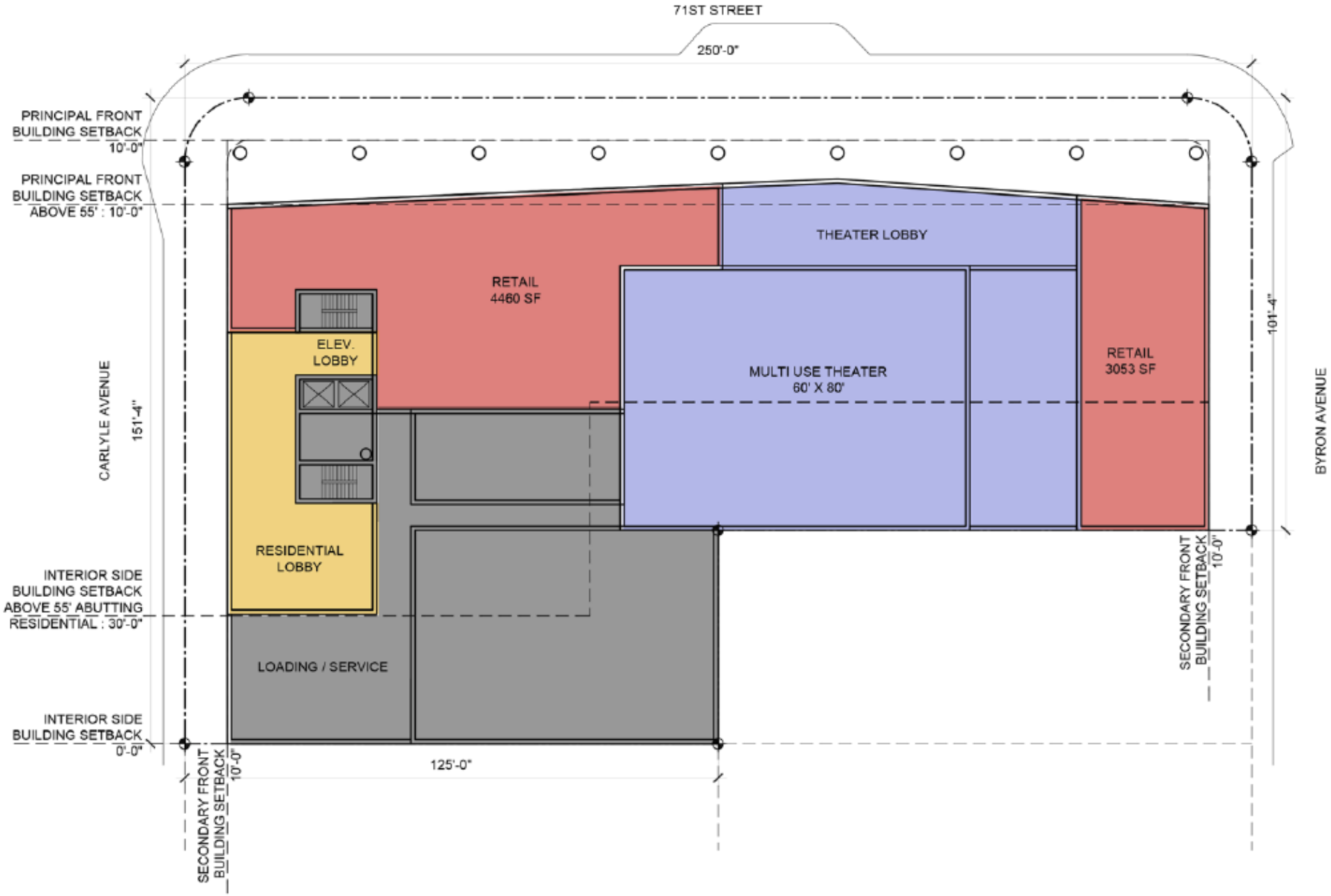


IDEA 2 – PRESERVE+EXPAND: RESTORATION/ADAPTIVE USE & EXPANSION

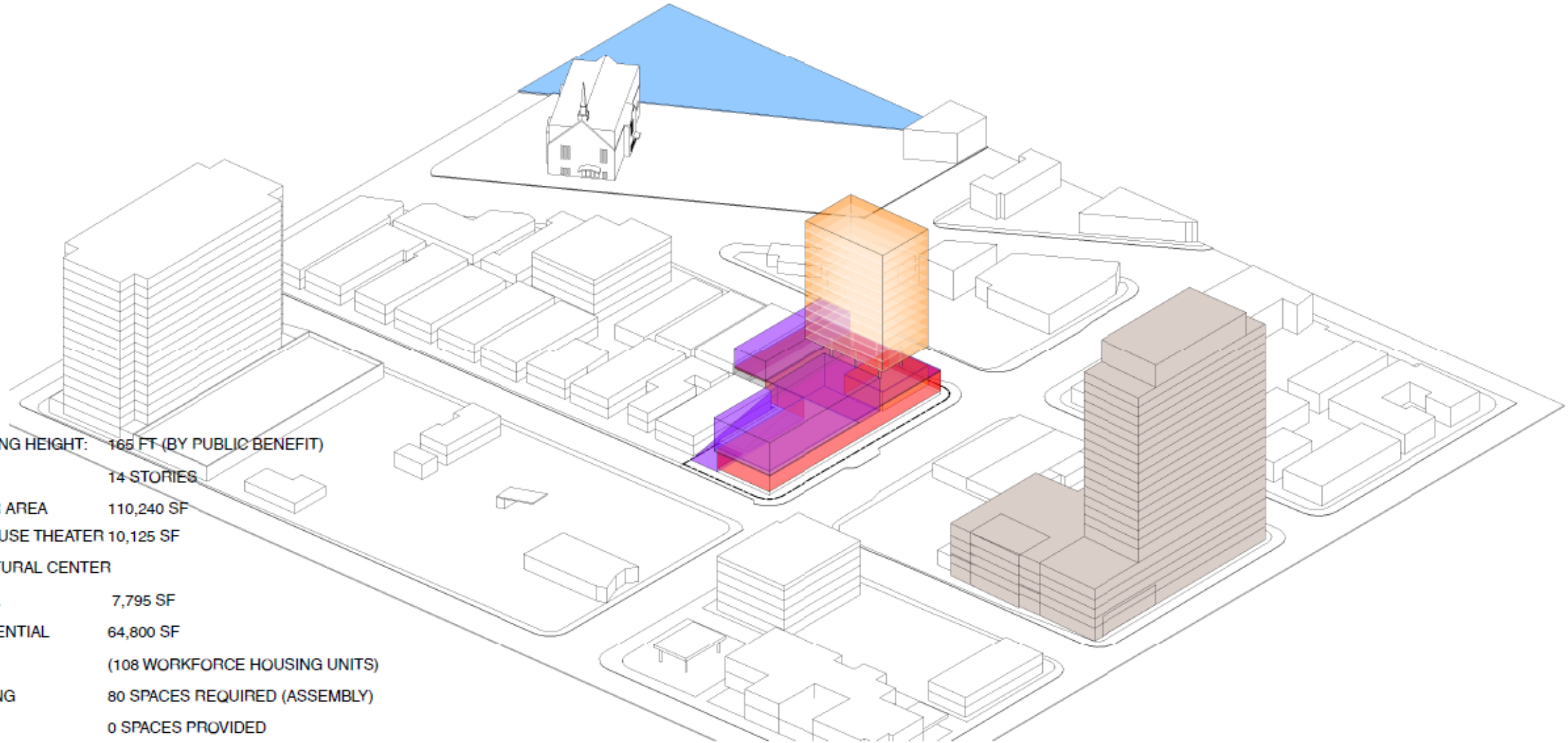


BUILDING HEIGHT:	165 FT (BY PUBLIC BENEFIT)
	14 STORIES
FLOOR AREA	110,240 SF
MULTI-USE THEATER	8,198 SF
RETAIL	7,513 SF
RESIDENTIAL	64,800 SF
	(108 WORKFORCE HOUSING UNITS)
PARKING	80 SPACES REQUIRED (ASSEMBLY)
	0 SPACES PROVIDED

IDEA 3 – DEMO+BUILD NEW: MULTI-USE THEATER, ROOFDECK AND TOWER

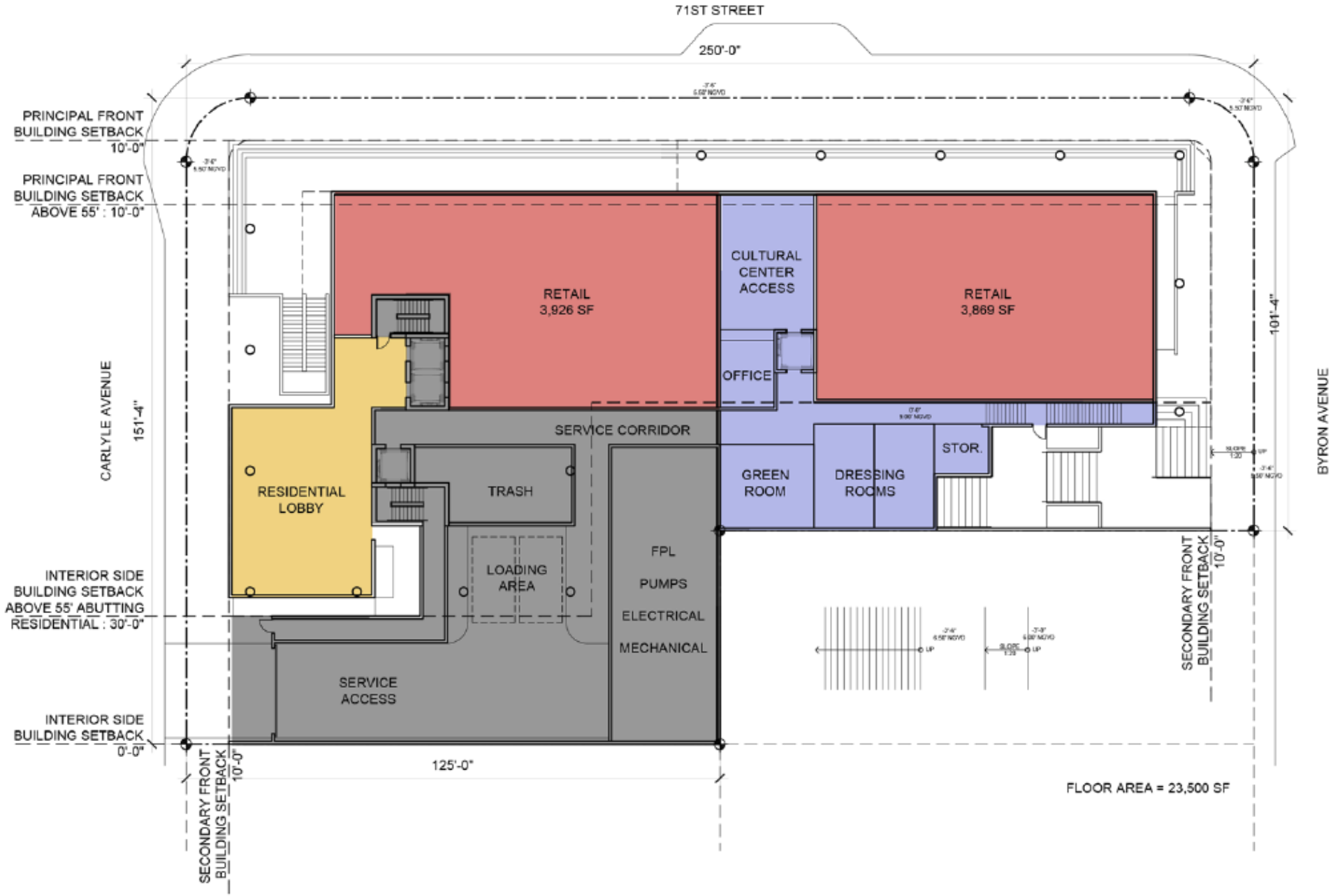


IDEA 3 – DEMO+BUILD NEW: MULTI-USE THEATER, ROOFDECK AND TOWER

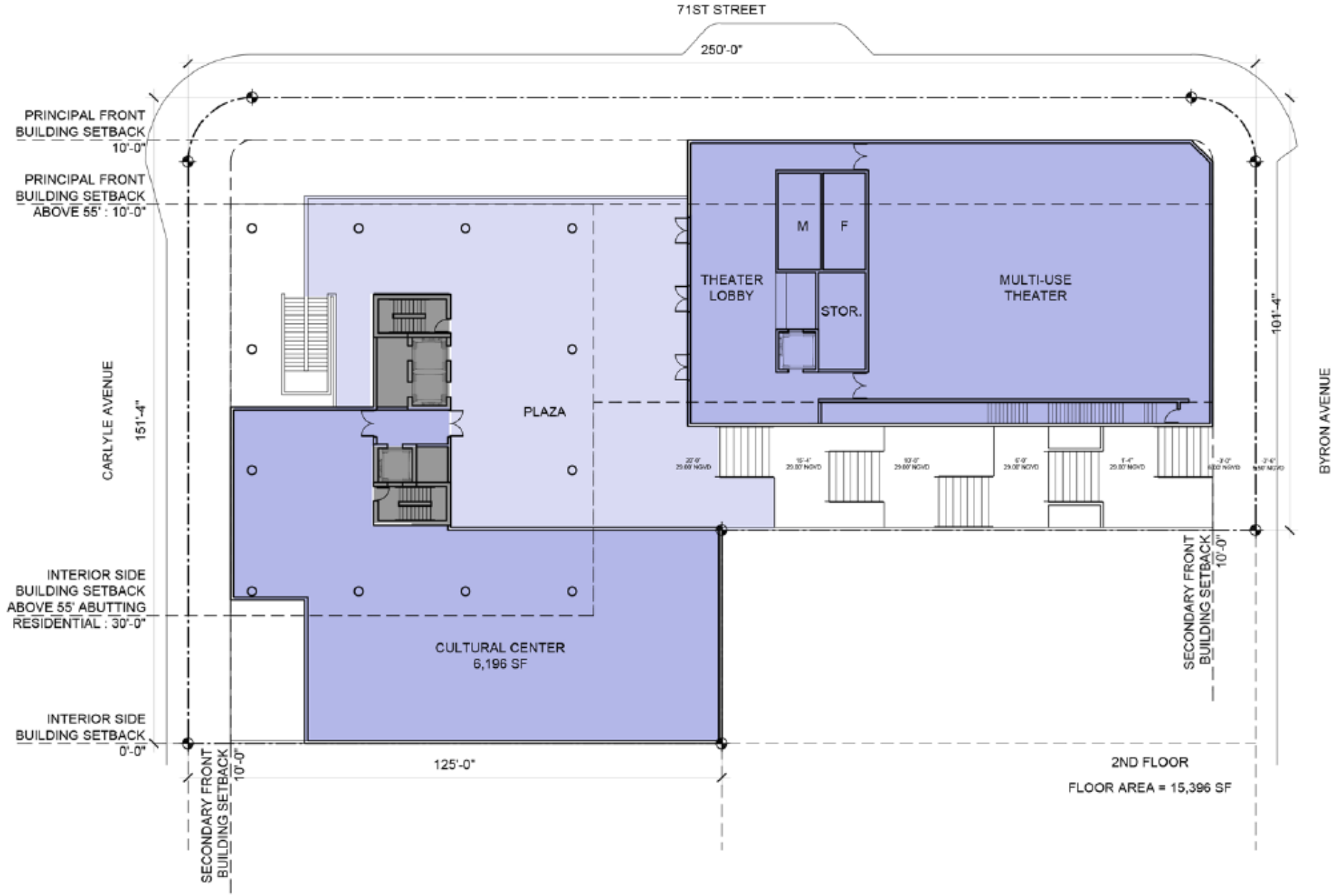


BUILDING HEIGHT:	165 FT (BY PUBLIC BENEFIT)
	14 STORIES
FLOOR AREA	110,240 SF
MULTI-USE THEATER & CULTURAL CENTER	10,125 SF
RETAIL	7,795 SF
RESIDENTIAL	64,800 SF
	(108 WORKFORCE HOUSING UNITS)
PARKING	80 SPACES REQUIRED (ASSEMBLY)
	0 SPACES PROVIDED

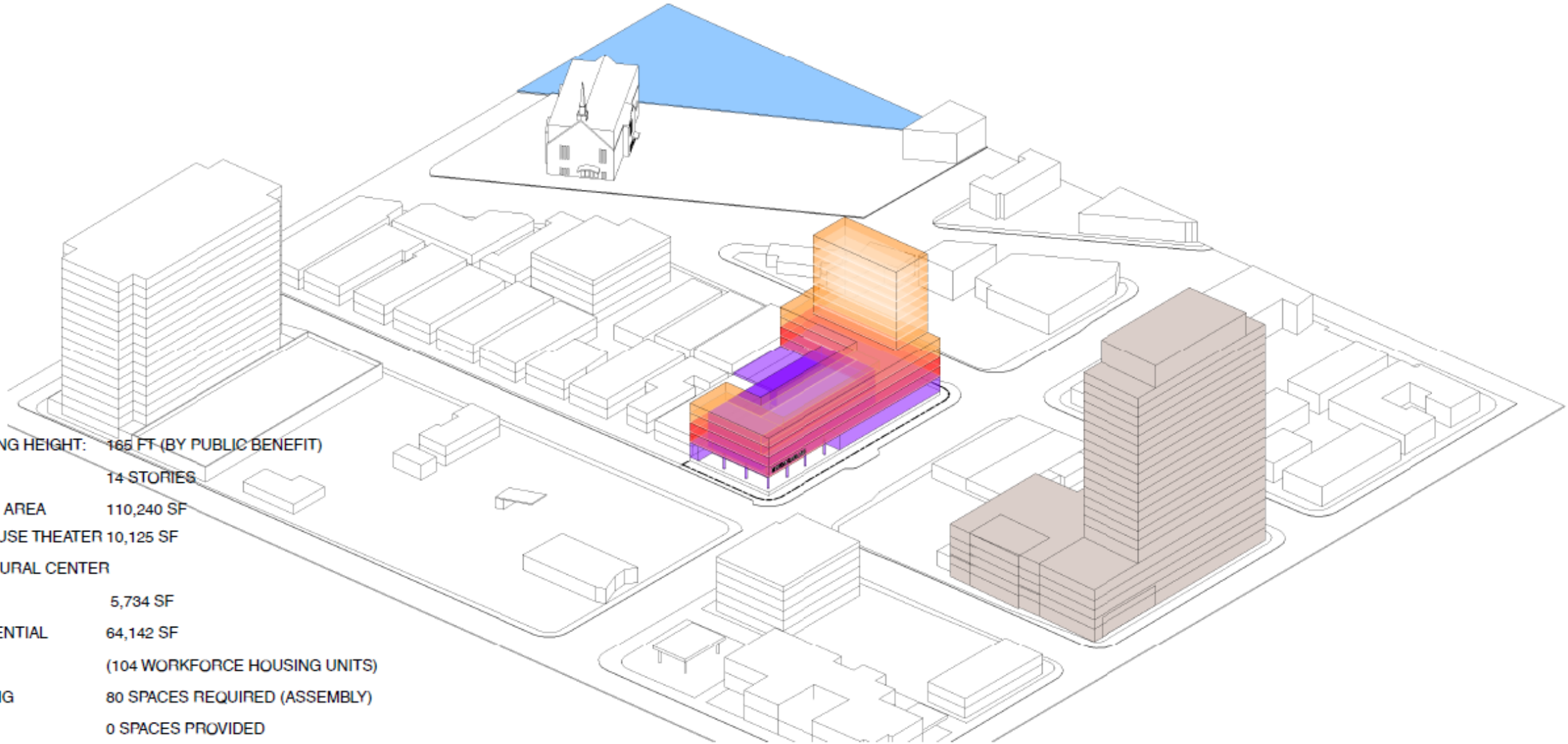
IDEA 4 – DEMO+BUILD NEW: CULTURAL PLATFORM



IDEA 4 – DEMO+BUILD NEW: CULTURAL PLATFORM

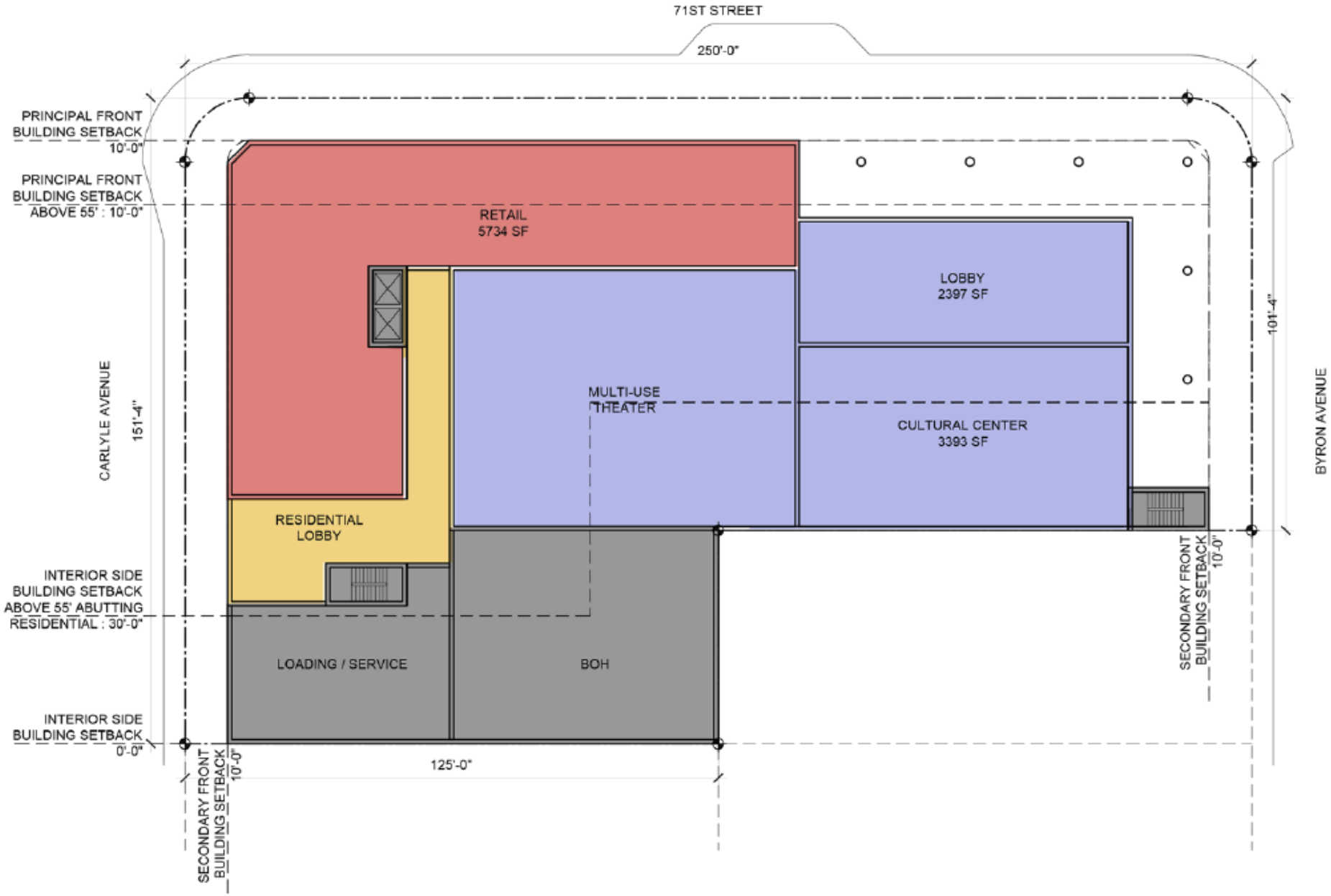


IDEA 4 – DEMO+BUILD NEW: CULTURAL PLATFORM



BUILDING HEIGHT:	165 FT (BY PUBLIC BENEFIT)
	14 STORIES
FLOOR AREA	110,240 SF
MULTI-USE THEATER & CULTURAL CENTER	10,125 SF
RETAIL	5,734 SF
RESIDENTIAL	64,142 SF
	(104 WORKFORCE HOUSING UNITS)
PARKING	80 SPACES REQUIRED (ASSEMBLY)
	0 SPACES PROVIDED

IDEA 5 – DEMO+ BUILD NEW: MULTI-USE THEATER BEHIND RESIDENTIAL WRAPPER



IDEA 5 – DEMO+ BUILD NEW: MULTI-USE THEATER BEHIND RESIDENTIAL WRAPPER

COMMUNITY OUTREACH

FEEDBACK AND DISCUSSION



- Should the site continue to have a **cultural public use**, and if so, should that use be on the ground floor, and should it be on 71st Street?
- Parking isn't generally required in this TC-C district for residential and retail uses; some is required for the theater but can be located within 2,000 feet. What priority should be given to providing **parking** on the site? Do you like the idea of underground parking?
- Are new **hotel or residential** uses desirable on this site? If it's residential, should it be market rate or workforce or other?
- Should the site have enhanced **retail** opportunities? Should it maximize retail opportunities?
- Should the existing building be **retained and restored** for adaptive use? Should the existing structure be reinterpreted in conformance with current **resiliency** standards? How important is it to use sustainable and resilient systems?
- What criteria (beyond zoning) would be important to you in setting the **scale** of the project?
- What **additional criteria or ideas** do you have for this project?

QUESTIONS



Participants in the two public meetings fell generally into three groups of opinions about next steps for the Byron Carlyle: (1) **Preserve**, (2) **Preserve +Expand**, and (3) **Demolish/Build New**. The first group stated that they wanted to preserve the historic structure, use "as is" as a theater, and simply renovate; the second group wanted to preserve the structure in whole or in part and build on top; and a third group wanted to demolish and build an entirely new complex. Regardless of form, the three groups were adamant about maintaining or creating a **significant cultural component** that is accessible to the neighborhood and visitors.

A few themes emerged over the two days of discussion and subsequent meetings with individuals.

Process

Several participants referred to the public process to date with some unhappiness. They doubted the effectiveness of the City's October 2021 survey. Several expressed the idea that despite strong activism and engagement by residents, preservationists and even public officials related to the Byron Carlyle, the redevelopment process remains somewhat opaque and doesn't seem to reflect the voice of the people. Another respondent said that preservationists are often the loudest voices, and that homeowners and residents in the North Beach do not feel strongly about preserving the existing theater; but that because those people don't often attend public meetings, their voices are not being heard in the current process.



Feelings about the Byron Carlyle

- Several mentioned happy memories of seeing movies there when they were children, or when O Cinema was housed there.
- Almost all participants expressed fond feelings for the Byron Carlyle; not always for the building itself, but for what it has been and could be for North Beach: a true community-focused cultural center.
- Several people mentioned feeling that the City should “do the right thing” by the Byron Carlyle, i.e. maintaining full control rather than involving developers
- Several participants were staunch preservationists who feel strongly about the renovation-only of the building as per the MC Harry study, citing cultural importance to the neighborhood even if the building itself is not particularly noteworthy architecturally.
- Several participants expressed the feeling that the Byron Carlyle is a community landmark and that it should be considered as part of a circuit connecting the Fountain and Bandshell.
- Some participants mentioned the desire to preserve the site was amplified by the recent demolition of the Deauville and a feeling of losing North Beach’s ties to the past.
- A few participants felt that progress is inevitable and felt that a more intangible essence of the Byron Carlyle should be captured in the design for a new facility; and that preservation of the building was not needed to accomplish this.



Program for Redevelopment

__Cultural__ is the highest priority use, mentioned by all participants.

- Theater – Several participants expressed interest in a multiplex (one specifically mentioning a multiplex with art house films), one mentioned they did not want a multiplex but rather a more flexible, varied set of spaces, i.e. one larger theater and a smaller black box theater with a stage for films and musicals.
- Several participants expressed desire for artist studios, a location for classes, art camps for kids, gallery spaces.
- Many referenced the South Florida Art Center / ArtCenter South Florida / now Oolite on Lincoln Road and the desire to create such an experience here: the ability to attend a cultural event and then have a meal or drinks or a coffee.
- Some mentioned that the site should actually become the home of a local arts organization, e.g. Rhythm Foundation, Miami Light Project or DanceNow: or to be programmed/curated by one, a la the Bandshell
- Multiple participants expressed concerns over the blank wall amd a desire to get rid of it or add a mural to it.
- One community member specified they thought Idea 4 with its open plaza combining two entertainment or performance spaces is the most desirable.
- The majority of participants expressed a desire to activate the site through cultural programming, often stressing the importance of affordability and accessibility.



***Residential** is the second-highest priority use mentioned by participants*

- Several participants expressed desire for workforce or affordable housing options. Conversely, a few participants who were of the first group (Preserve) opposed housing of any kind.
- One resident expressed need for artist housing as artists are being priced out of the neighborhood
- One participant felt that the site does not need microunits but rather reasonably priced 1- or 2-bedroom apartments, to bring in families with kids who can't afford higher end residential and need more space than microunits.
- One participant felt that microunits would put too much of a drain on parking need.

***Retail** is not a priority for participants; with the exception of F&B, which is a high priority*

- Several participants felt there is already an abundance of retail in the area and said retail would not be occupied on this site, referring also to the garage being built close by with retail; as well as the global tendency to shop online now.
- Many participants expressed a desire for a café, restaurant, or café/bookstore due to a lack of these spaces in the area.
- One expressed a desire for a rooftop restaurant where cultural events could be held.



***Office** is a moderate priority for participants.*

- One participant expressed desire for Class A office space here; one felt that the site does not need office space as people are now working from home, and one felt that office could work but lack of parking opportunities on the site needs to be considered.

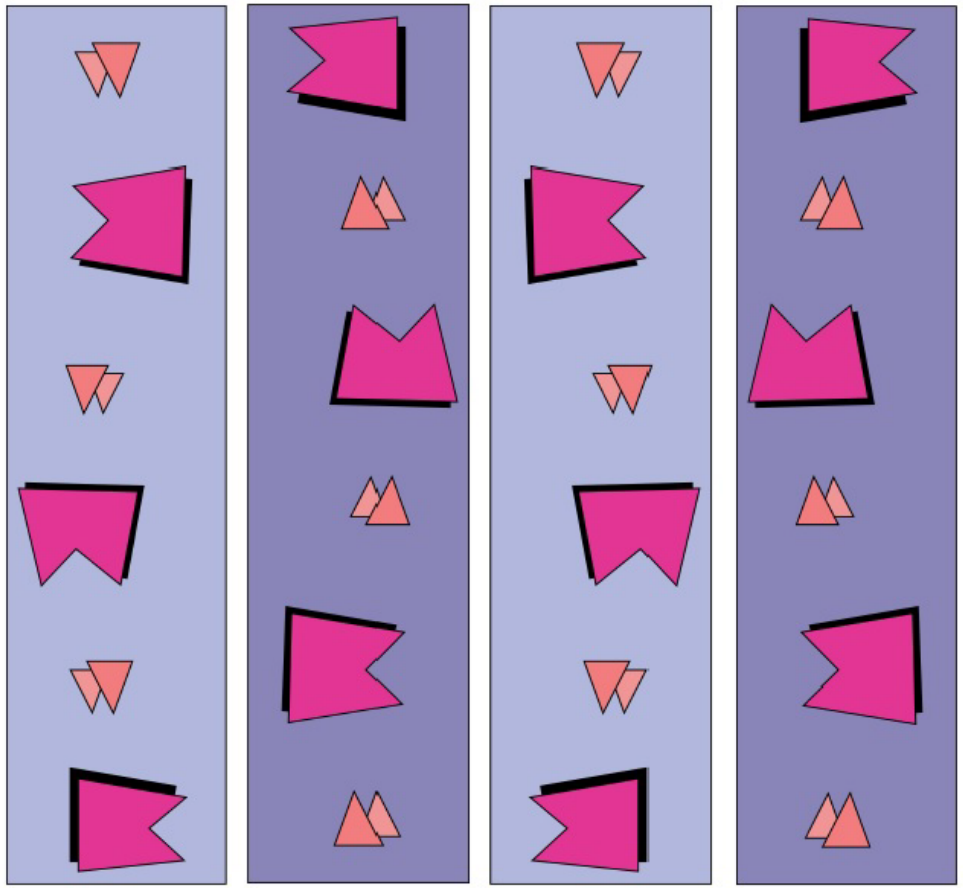
***Parking** is not a priority for participants.*

- Many referred to garage being built close by as an argument for no parking.
- One mentioned the site is not conducive to both parking and a cultural center due to space.



Scale

- Several participants referred to the Dover Kohl Masterplan, advocating for continuous ground floor activation on 71st Street as well as lesser height.
- Several voiced the desire that new development should not be a tower or highrise to maintain the character of North Beach and provide a break from the scale of other skyscrapers being built.



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