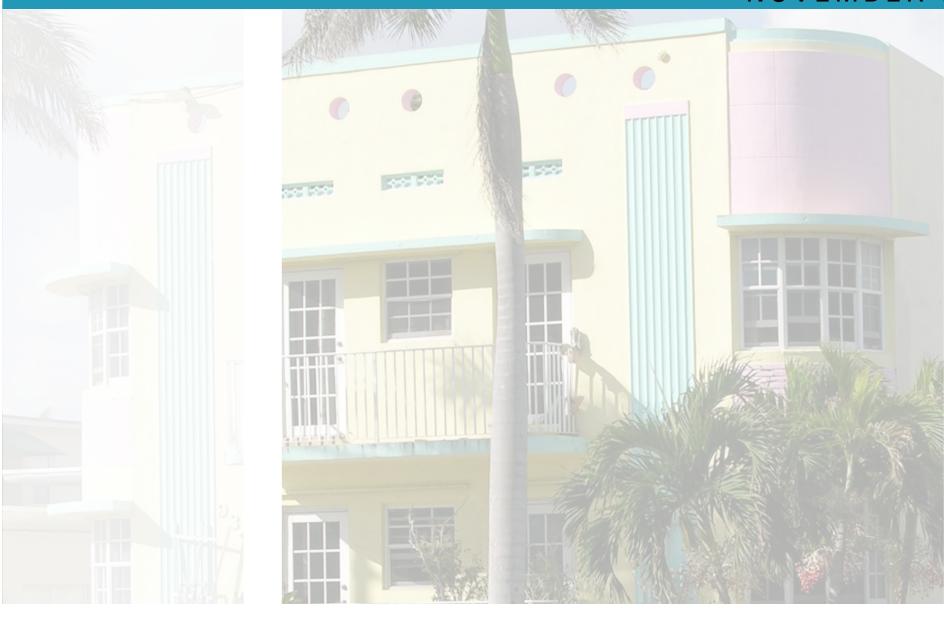
## SURFSIDE, FLORIDA

## STEPS FORWARD: NOVEMBER 2006 CHARRETTE





## IMAGE

## SURFSIDE, FLORIDA

## STEPS FORWARD: NOVEMBER 2006

PREPARED FOR:

The Town of Surfside

PREPARED BY:

Seth Harry & Associates, Inc. Architects & Planners Prime Consultant

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CHARRETTE DATE:

November 13-18, 2006

CHARRETTE TEAM:

Seth Harry & Associates, Inc., Jaime Correa & Associates, Inc. ARX Solutions, HPE, Civitech, Inc., Richard Hunt, Falcon + Bueno

CHARRETTE CO-ORDINATION:

Grace Dillon, Jody Roodman, Ken Arnold

## SURFSIDE, FLORIDA

STEPS FORWARD:
NOVEMBER 2006 CHARRETTE

## THE TEAM ACKNOWLEDGEMENTS TABLE OF CONTENTS

#### INTRODUCTION

- .01 BACKGROUND
- .02 CHARRETTE METHOD
- .03 STREETSCAPE DESIGN
- .04 URBAN RETAIL DESIGN
- .05 EXECUTIVE SUMMARY
- .06 KEY ISSUES
- .07 SITE PLANS

#### 02 RECOMMENDATIONS

- .01 TRAFFIC-RELATED ISSUES
- .11 LANDSCAPE REGULATIONS
- .15 PARKS & RECREATION
- .23 BEACH WALK
- .25 COMMUNITY FACILITIES & CIVIC AMENITIES
- .35 DOWNTOWN COMMERCIAL & TOURISM
- .51 ARCHITECTURE & FORM-BASED CODES
- .59 MISCELLANEOUS
- .61 IMPLEMENTATION STRATEGY/NEXT STEPS

#### 03 APPENDIX

.01 PLAN SERIES
HAND-RENDERED PERSPECTIVES
3-D MODEL PERSPECTIVES
3-D MONTAGE IMAGES

## SURFSIDE, FLORIDA

### STEPS FORWARD: NOVEMBER 2006 CHARRETTE

THE TEAM
TO BE WRITTEN

ACKNOWLEDGEMENTS TO BE WRITTEN



01.01 BACKGROUND

01.02 CHARRETTE METHOD

01.03 STREETSCAPE DESIGN

01.04 URBAN RETAIL PRESENTATION

01.05 EXECUTIVE SUMMARY

01.06 KEY ISSUES & CONTEXT

01.07 SITE PLANS

### INTRODUCTION 01

#### BACKGROUND

TO BE WRITTEN

## CHARRETTE METHOD

The charrette is a method of planning which the team members have adopted and developed in their design and planning practices, which actively encourages and facilitates public participation. The term is derived from the French term for "little cart" and refers to the final intense work effort expended by architects to meet a project deadline. At the Ecole de Beaux Arts in Paris during the 19th century, proctors circulated with little carts to collect final drawings, and students would jump on the "charrette" to put finishing touches on their presentations minutes before the deadline, hence the term "on charrette."

The charrette provides an iterative forum for ideas and offers the unique advantage of giving immediate feedback to the designers while giving mutual authorship to the plan by all those who participate. During these intensive sessions, many goals are accomplished: 1) all those interested in the project develop a vested interest in the design and support of its vision; 2) multiple disciplines work in a complimentary fashion to produce a set of finished documents that address all aspects of the vision; 3) this collective effort organizes the input of all the players in a focused way

that eliminates the need for the prolonged discussions that typically lengthen the process for conventional planning projects; and 4) a better product is produced more efficiently and more cost effectively because of this iterative and collaborative process.

A primary feature of the charrette is that it is specifically organized to encourage the participation of everyone who is interested in undertaking in question, whether they represent the interests of the client, the regulators, or the general public. Project data, preliminary development programs, and building/zoning regulations are collected and reviewed. A strategy is developed to include all the regulatory agencies, elected officials, and citizens of the community into the charrette process. The charrette itself commences on or near the project site where architects, planners, engineers, environmental consultants, CAD designers, public officials, and interested citizens assemble for approximately one week, and a team of design experts and consultants set up a full working office, complete with drafting equipment, computers, copiers, fax machines, and telephones.







An introductory lecture on urban design and planning is given on the first evening of the charrette, followed immediately by a citizen's design workshop. The following morning, the charrette starts in earnest, with formal and informal meetings with various agencies and interest groups. During the charrette, separate tasks and mini-projects are undertaken individually or in small groups. At other times, larger caucuses or simultaneous meetings occur.

Periodically, everyone attends a briefing or presentation. During the charrette, a series of comprehensive technical documents are produced, These documents include rendered plans and perspectives as well as studies and reports. At the end of the charrette week, the team presents their combined efforts to the public, and reviews all of the documents produced during the preceding week.





## STREETSCAPE DESIGN

Great neighborhoods and towns have excellent pedestrian environments in common. The most significant element comprising such an environment is the streetscape. Collectively, the streetscape includes the street, the sidewalks and planting strips, all landscaping, street trees and street furniture on them, and the building facades fronting them. When designed with the pedestrian in mind, the streetscape becomes the outdoor "room" for residents of a city.

In existing towns, such as Surfside, the greatest opportunity for improvement to substandard pedestrian environments lies within the existing sidewalks. A sidewalk can be broken down into three zones; the curb zone, the pedestrian travel zone, and the building interface zone. The curb zone is the outer edge of the sidewalk next to the road bed, and accommodates streetscape amenities and infrastructure. The pedestrian travel zone is centered on the sidewalk and must provide a clear path of travel. The building interface zone lies adjacent to the property line providing access to buildings and can accommodate additional streetscape amenities such as cafe seating, retail merchandising, etc.

There are numerous elements that make up a

streetscape, but they can be organized into four categories; paving, plantings, lighting, and furniture. These elements can vary in relation to the surrounding uses. Paving is the most visible streetscape element. Selecting an ideal paving material should take climate and maintenance into account. Concrete and asphalt are economical materials and when combined with special materials or colored dyes it can provide visual clues to changing street character, and/or a more pedestrianoriented environment.

Plantings typically have higher costs and maintenance requirements because, unlike other elements in the streetscape, they often change over time. The costs, however, are outweighed by the quality of life which good landscaping provides a community. As with paving material, landscape selection should take into account local climate and surrounding uses and density. Trees are the most visible landscape element. Trees in higher density residential areas along pedestrian lanes and alleys should be planted in individual planters with water permeable materials, such as metal grates, brick pavers, and crushed stone, or in containers. If underground utilities are not present, tree selection should aim to provide a moderate tree canopy.





In commercial areas, their selection should be based on their ability to limb up with lighter and higher above the ground floor signage to prevent blocking advertising and shop fronts. Because buildings may have awnings and verandas, it may be necessary to plant trees between on-street parking spaces.

Planted beds in the ground, or raised, should be used primarily only in residential areas. Hanging planters, attached to light poles and buildings, are more appropriate for commercial areas.

Lighting serves both to illuminate the way for motorists and pedestrians as well as to deter crime. Lighting can also be used as a design feature to accent building facades and illuminate outdoor advertising. The amount of lighting is also determined by the surrounding densities and uses. The light intensity should range from .2 lux (lumens per square meter) for sidewalks and lanes in residential areas, 1.0 lux for commercial areas and parking, to 5.0 lux at building entrances.

Lighting is classified in three categories; roadway, sidewalk lighting, and ancillary lighting. Roadway lighting for important streets should be ornamental to establish a theme for the neighborhood. The lighting should be mounted on poles that do not exceed 8.5 meters (28') in height. Their placement should be along the curb zone, and spaced between street trees. The average distance between a street tree and light pole should be no more than 12 meters (38-40'). Such poles should also have a pedestrian scale to them, between 4 and 5 meters (12-16') in height, and should be used for pedestrian passages,

plazas, and squares.

For rear lanes and alleys, where space is tight, overhead lighting strung along wires anchored to building facades, and/or attached directly to the building, is recommended. It is important that the lights be a neutral color, so that the streets aren't bathed in a harsh color. Modern low-wattage lights, such as LEDs, are encouraged.

Furniture in a streetscape provides scale and functionality. Types of street furniture include benches, tables and chairs, trash cans, bicycle racks, drinking fountains, bollards, kiosks, transit shelters, signage, parking meters, and newspaper stands. Their placement is within the curb zone and building facade zone. Near intersections a clear zone of 3.5 meters (10') is necessary where pedestrians wait to cross streets. A clear area should also be established at building entrances.

Benches should be located in high-use pedestrian areas. In a curb zone they should face the building facade or the street. If in the building facade zone they should face the street. In no instance should benches be placed in front of shop windows. Trash cans should be placed at frequent intervals and only within the curb zone. Private trash cans can be placed at building entrances along the building zone. Bike racks should be places along the edges of plazas, squares and other open spaces. Newspaper stands should be installed as large scale, single racks, with multiple containers. Such stands may be combined with utility boxes in certain instances.













Bollards can be steel or concrete and should only be used to prevent automobile traffic from encroaching in pedestrian zones. They are always located along the curb zone. Kiosks provide information about community events, neighborhood maps, public phones, drinking fountains, and advertising. The width of a sidewalk is critical to whether or not a kiosk will become an amenity or obstacle. Non-advertising signage is always located in the curb zone and can come in a variety of styles, colors, and materials.

## URBAN RETAIL PRESENTATION

The focus of any retail revitalization effort in an existing urban neighborhood is the street network. Great streets encourage and support thriving retail. To insure great streets, a combination of design elements and political issues can be summarized by ten principles:

- 1. Select a Local Champion. A champion can be a group, such as a business improvement district (BID), or corporation or partnership of local businesses, a community development group, or a neighborhood anchor. An individual champion can be a resident, elected official, property owner, or city staff person. The champion should pull together a core group of stakeholders to form a public/private partnership to guide the redevelopment efforts. The stakeholders must be in it for the long term, so the members, if political, should be ready to stay on board even if they lose an election or choose not to run. The champion must also develop a process or mechanism for resolving conflicts among the stakeholders.
- 2. Establish One Vision. It is important to not let the redevelopment efforts be "hijacked" by any one group or individual. Bring all agendas into the open. Create momentum by assigning each stakeholder a specific role. Make sure the vision aims to serve and enhance the neighborhood as much as

the greater community. Serving the greater community is important but should not be the main goal at the expense of supporting or sustaining the immediate neighborhood. To help carry out the vision, it may be necessary to hire a leasing professional to coordinate management and recruitment of tenants.

- 3. Encourage residential development. Increase home ownership to stabilize the neighborhood and create more stakeholders and customers within walking, or a short driving distance. Nearby residences create a loyal customer base for retail, such as grocery stores and markets. It also encourages mixed-use development, which supports longer business hours. It can also provide for affordable housing opportunities which attract workers who can live near employment.
- Give priority to the pedestrian. Accommodating vehicular traffic is only one of many goals for successful neighborhood retail, you must design for the pedestrian, as well. Many streets are often to long to support retail over their entire length, as is the case with Harding Avenue in Surfside. Therefore, it is important to clarify retail districts and specific merchandising zones. The public realm (plazas, sidewalks, squares, etc.) should be designed to enhance and reinforce these discreet retail areas.



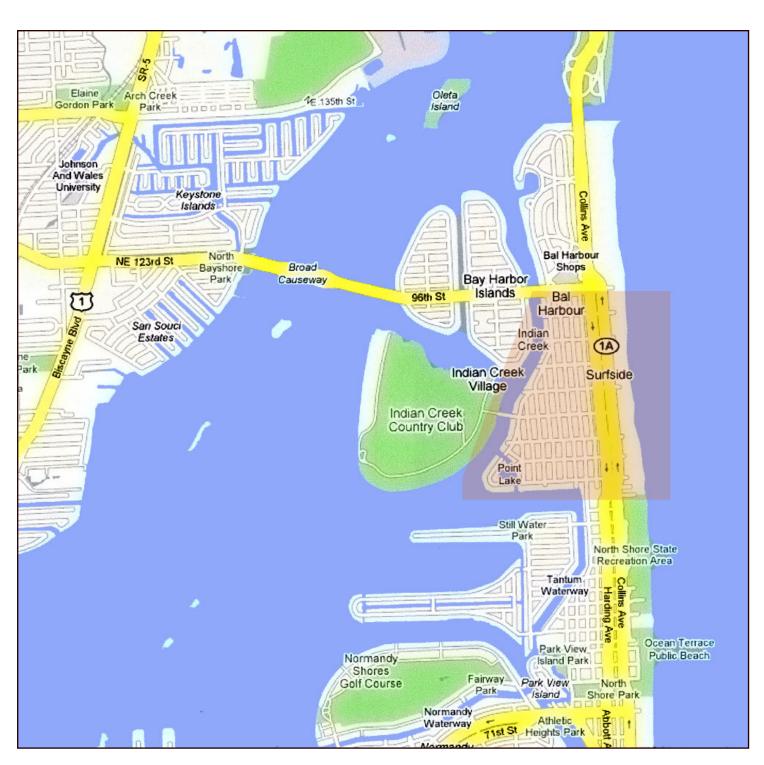


- **5.** Parking. Size needs realistically. Urban shopping requires fewer spaces than suburban centers. Parking requirements will change over time. For metered spaces time limits should be fairly enforced so that turnover occurs, but no so regulated that people end up shopping elsewhere. As densities increase, parking decks integrated into the urban fabric should be implemented. Bicycle parking is a growing part of the urban lifestyle, and should be included.
- Establish a quasi-public retail leasing and management agency to plan and coordinate the neighborhood's leasing strategy. Actively pursue and recruit tenants and direct them to appropriate landlords and property owners so that leasing deals can be negotiated directly. The more effective the leasing agency, the quicker the neighborhood will become a thriving retail destination. A first priority of the agency should be to hire a management professional to direct its activities. Begin by identifying the core retail assets and focus on growing outward from them, creating a strong nucleus to build upon.
- 7. Be Proactive. Set up design guidelines and development standards (including form-based codes) to make sure new developments and facade improvements are compatible with the vision. Such standards can control not only aesthetics but also concerns such as the types of stores and their operating hours. To solicit interest in redeveloping key properties, target requests for proposals.
- 8. Safety. The perception of a shopping district's safety has a tremendous impact on its viability. Active streets with a mix of uses promote a natural surveillance which deters crime. Police on foot and bike patrol have been

- shown to be an affective crime deterrent.
- 9. Develop an active core. Downtown residential and office uses are what extend shopping hours and foster active urban neighborhoods. Diverse retailer anchors help create cross-shopping opportunities. Office users support daytime demand, especially professional tenants such as doctors or lawyers because they attract steady visitors, employ office staff, and serve neighborhood residents. Civic, cultural, and entertainment anchors attract a high number of visitors and create a park-once-and-walk environment for shoppers.
- 10. Manage for Change. Neighborhood retail grows and changes over time. Make sure to adjust the tenant mix as retail and neighborhood needs change, through incentive programs. It is not uncommon for shopping centers to change out as much as 10% of their tenants every year to remain competitive and cutting edge. To insure that problems do not go unchecked, there should be an ongoing conflict resolution process among the stakeholders. At the broader level, representatives of the business community and citizen leaders should develop long term relationships with public sector representatives and neighborhood spokespersons to insure the needs and concerns of the adjoining neighborhoods are heard and responded to.

#### **EXECUTIVE SUMMARY**

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## KEY ISSUES & CONTEXT

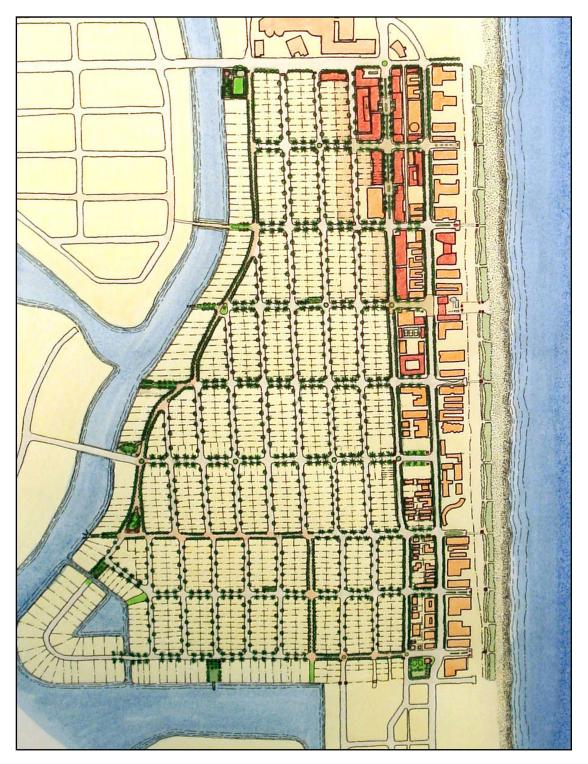
- TRAFFIC-RELATED ISSUES
- LANDSCAPE REGULATIONS
- PARKS & RECREATION
- BEACH WALK
- COMMUNITY FACILITIES & CIVIC **AMENITIES**
- DOWNTOWN COMMERCIAL & TOURISM
- PARKING
- ARCHITECTURE AND FORM-BASED CODES
- IMPLEMENTATION STRATEGY/NEXT STEPS

**CONTEXT MAP AND STUDY AREA** 

#### SITE PLANS







ILLUSTRATIVE CHARRETTE MASTER PLAN



TRAFFIC RELATED ISSUES
LANDSCAPE REGULATIONS
PARKS & RECREATION
BEACH WALK
COMMUNITY FACILITIES & CIVIC AMENITIES
DOWNTOWN COMMERCIAL & TOURISM
ARCHITECTURE & FORM-BASED CODES
MISCELLANEOUS
IMPLEMENTATION STRATEGY/NEXT STEPS

RECOMMENDATIONS 02



INTRODUCTION
INCREMENTAL TRAFFIC CALMING
ONE-WAY PAIRS
STREET SECTIONS

TRAFFIC RELATED ISSUES 02

# TRAFFIC RELATED ISSUES

#### **General Principles**

In general, the ideal configuration for streets and blocks at the neighborhood scale is that of a closely knit network, allowing for a variety of routes between origins and destinations, and diffusing traffic in such a way as to minimize its relative impact on any particular street or thoroughfare. Simultaneously, this pedestrian-scale network permits easy, direct, and convenient access to neighborhood amenities and services. In addition, a hierarchically-scaled regional street network, designed to accommodate multiple transportation modes, can be efficient and attractive. Both local and regional streets should be designed to accommodate walking, bicycling and transit, in addition to automobiles and trucks. Without exception, thoroughfares should be designed for walking as a legitimate transportation function, as well as effectively defining the "street room," from an urban design perspective.

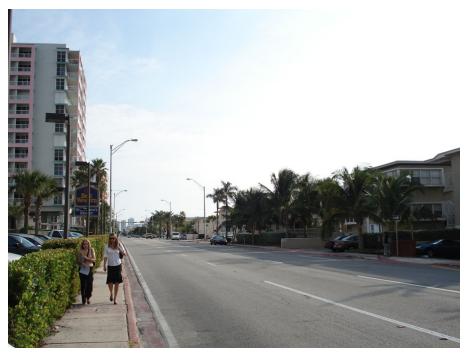
#### Observation

Surfside's street and block network exhibit many of the characteristic classic attributes of a compact and walkable neighborhood. However, changes in the larger regional context around Surfside have allowed traffic to overwhelm Surfside's local street network, relative to what it was originally designed to accommodate and how it was anticipated to function.

#### Discussion

Changes in the nature of the traffic affecting Surfside's residents and businesses fall into several distinct categories: For the residential neighborhoods, the two most significant impacts are cut-through traffic and speeding. The first; "cut-through" traffic, utilizes Surfside's neighborhood street network as a de facto "by-pass" around nearby traffic-clogged arterial intersections. This encourages the more regionally-oriented traffic to pass through Surfside's neighborhoods on streets that were originally designed to carry only local traffic. The second; the speed at which both that cut-through traffic and local traffic, typically traverse the neighborhood, is a factor of the detailed street design, which includes unnecessarily wide travel lanes, and undefined on-street parking lanes. And to a lesser extent, an additional concern is the use of neighborhood streets for beach parking.

Many options and strategies were discussed and presented during the charrette to deal with these issues. While some suggested "gating" the residential areas of Surfside, in an attempt to keep out "outside" traffic, other residents -- mostly those who lived on streets, or in areas of the community where cut-through traffic was less problematic -- voiced concerns about the effect gating might have on the community as a whole. The potential negative impacts of community-wide gating that were raised included less convenient access to local goods and services, and a possible increase of congestion on



#### COLLINS AVENUE

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One-way residential streets designed to curtain cut-through regional traffic make access a challenge for residents as well. the larger arterial thoroughfares passing through the community (i.e., Harding and Collins).

Traffic speed throughout the neighborhood street network, regardless of the source, was also discussed at length. Strategic solutions focused on street design elements such as carriage way (lane) width, and provisions made (or lack thereof) for pedestrian and bicycle movements, as these components might impact both vehicle speed, and the perceived implications of that speed, from the pedestrian's perspective.

With regard to the downtown commercial core, there were also two key concerns related to traffic. First, the complications associated with the "one-way pair" configuration of A1A, comprised of two discreet right-of-ways (ROWs) of Collins Avenue and Harding Avenues. These two streets create the equivalent of a six-lane (three lanes northbound, and three lanes southbound) arterial highway traversing the Town of Surfside, from North to South, and vice-versa. This arrangement combines both local and regional traffic flows; travelers with quite different needs. One-ways typically necessitate more turns, and greater trip lengths for both residents and visitors to reach specific destinations within the town center.

Another one-way problem is that it tends to "streamline" traffic flows, which -- though that might be considered a positive attribute from a regional perspective — has the reverse (negative) affect in terms of these two thoroughfare's shopping and pedestrian viability, by encouraging higher speeds, which also has the additional effect of making local access from both Collins and Harding more dangerous and difficult, and generating higher ambient noise levels for residents along those thoroughfares.

Discussion focused on reducing both travel length and turn movements related to local trips, as well as reducing



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design speed to help facilitate pedestrian activity and onstreet parking within the commercial precinct. A further consideration was how these objectives could also help alleviate some of the larger dynamics generating trafficrelated problems within the residential neighborhoods, as well.

#### **Specific Recommendations**

#### Residential Neighborhoods

With regard to the neighborhood streets and the issue of both speeding and cut-through traffic, the proposed solution is a comprehensive traffic management strategy employing demonstrated design techniques. Depending on results, the design solutions could be combined with an incrementally deployed system of street closures and gating, until specific objectives are achieved.

Specifically, traffic calming recommendations will take several forms:

- Strategically placed traffic circles intended to disrupt the high-speed flow of traffic though the neighborhood, without compromising pedestrian and/or local connectivity of the internal, local street network
- Rational placement and retention of on-street parking to visually reduce the apparent lane width, to maximize access to adjacent land uses, and to encourage speed reduction
- Introduction of street trees and lane stripping into the ROW, to be carefully coordinated with the above mentioned on-street parking, to visually reduce the apparent lane width, without effectively compromising the ability of two vehicles to pass one another.

The issue of cut-through traffic is proposed to be dealt with in an incremental fashion, consistent with County standards for street closures, and in recognition of the potential impacts street closures may have on the community as a whole, while allowing the Town to make a detailed and progressive case for additional closures, if

the interim steps do not yield the desired net results.

Regardless, certain streets that are currently closed to traffic shall be recommended to remain closed, and to the extent that other roads may be proposed to be closed in the future, those closures shall be proposed to be implemented in such a way (through the use of controlled gates), to permit ongoing access by local residents, and in a way consistent with the principles of street connectivity and convenient local access to community goods and services. Provision will also be made for guests as well as for the residents of the Village of Indian Creek.

Please see attached diagrams for specific incremental closure and gating recommendations.

#### Commercial Areas

The commercial area of Surfside presents a different set of issues and concerns from the residential neighborhoods, with respect to traffic management, though some of the issues in each area may incidentally impact on the other, and though those impacts may manifest themselves in different ways.

Overall traffic recommendations for the commercial area include facilitating access and parking, reducing ambient traffic speed, enhancing pedestrian safety and the pedestrian experience, and reducing neighborhood cut-through traffic by addressing traffic choke points and congestion, and by reducing turn movements and travel distances associated with local trips.

Specific recommendations are as follows:

- Revert the existing one-way pairs of A1A (Harding and Collins Avenues) back to their original two-way configuration, without any loss in the number of northbound and southbound lanes (see Sidebar description).
- · Reconfigure the 96th Street intersections at

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Harding, and at Collins, consistent with the reinstated 2-way operation of Harding and Collins. This facilitates southbound turn movements at Harding and 96th (one of the principle chokepoints). Flow would improve west bound on 96th from Collins, eastbound at 96th and Harding and northbound turn movements at 96th and Collins (see diagrams).

- Reconfigure intersections and retime traffic signals to facilitate smoothly regulated north bound and southbound traffic flows on both Harding and Collins.
- Reconfigure intersections and retime traffic signals to facilitate east-west pedestrian and vehicular movements, reducing and/or eliminating extra travel distances and turn movements associated with local trips.
- $\cdot$  Optimize Harding Avenue's pedestrian functionality and ambiance.
- Minimize on-street parking in the commercial section of Collins and rationalize local access for enhanced flow, while providing improved pedestrian crossing points at key east-west intersections.

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## One-Way Pairs

Hall Planning & Engineering, Inc. (HPE) recognizes a fundamental tension in the design of Surfside's major arterials, between the need to move large volumes of traffic and the desire to create a walkable environment. The design challenge of the citizen's planning workshop and charrette is to balance this tension by addressing the following issues:

- Vision for and character of Surfside's urban design
- Traffic capacity issues at 96th Street intersections with Collins and Harding Avenues
- Response to design vision, capacity issues and pedestrian safety needs – oneway street conversions
- Effect of one-way conversion to two-way operation

### 1. Vision for and Character of Surfside Urban Design

Much of America's suburban land development pattern results from street and highway networks dictating its structure. Highways designated as arterials change little as they approach developed areas. Generally speeds drop from 55 mph to 45/35 mph, but on-street parking is usually not allowed in emerging

areas and is often removed from older areas. Arterial street designs, by definition, tend to exclude intersections with side streets of limited volume, leading to longer block size (600 to 1,000 feet and higher) and higher speeds 45 mph or more, both of which cause difficulty for pedestrians. The arterial design concept emerged from a rural heritage and rarely serves urban peak travel demand well due to exclusive reliance on the single facility serving a single mode – the motor vehicle.

Surfside's arterials are designed for lower speeds of 30. The actual average speed is often much lower due to congested peak periods at certain intersections, but speed is much higher in spots, typically south of the business district, due to long blocks (over 600 feet), a wide thoroughfare, the 3-lane one way street, and few lights. This situation, in addition to the 3 lanes without a center resting island, makes pedestrian crossings more difficult and dangerous in most places.

To achieve urban places that encourage (and thrive with) pedestrians, bicycles, and transit vehicles as part of the mobility mix, the patterns of proposed development must be specified first, during a community

"The City of Miami Beach has, for some time, planned a reversion of A1A to 2-way operation, the major objective being to enhance the pedestrian environment and encourage managed traffic flow, without excessive speed, as part of a comprehensive effort to improve walkability, south of Surfside."



In its current configuration, Collins Avenue more resembles an airport runway than a vital pedestrian-friendly thoroughfare.

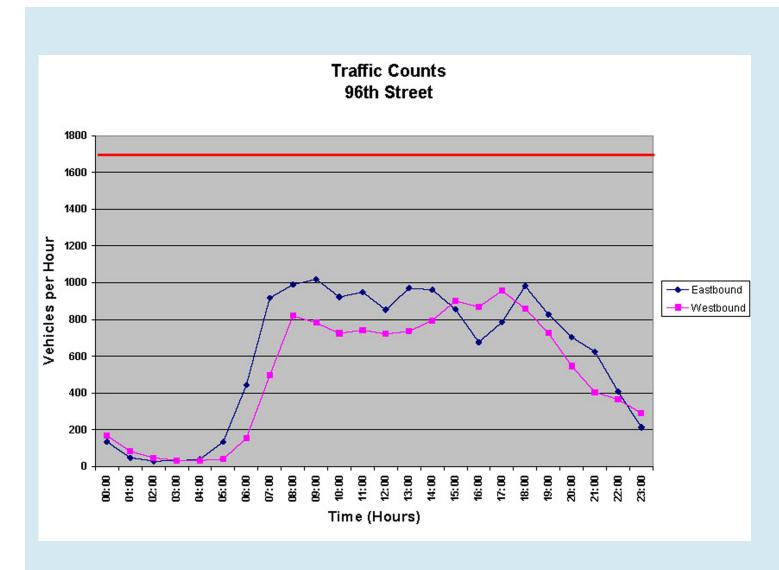


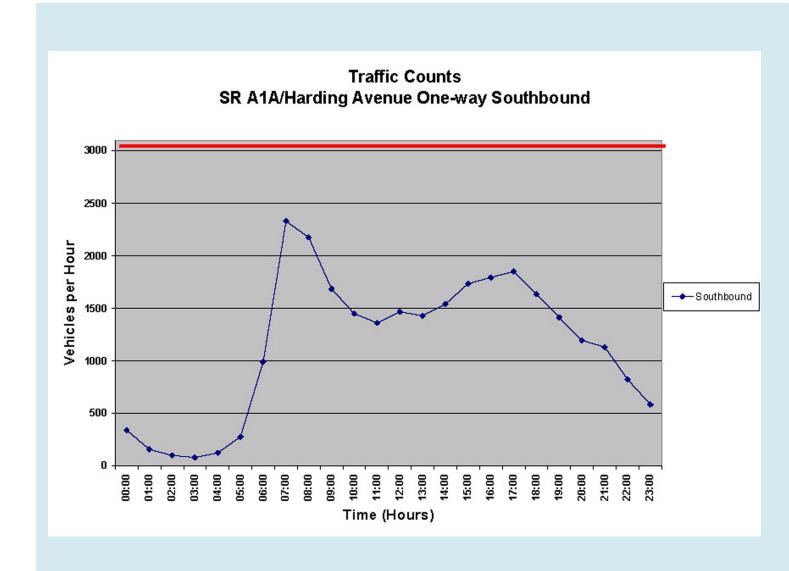


Figure 3: Surfside's One-way Streets

planning effort. Then, transportation plans for balanced mobility can be crafted with walkability considered first and vehicle mobility second. This is not to imply that motor vehicle mobility will be dramatically reduced, but that pedestrians exposed to the open environment are more vulnerable than when they are drivers, and solutions for their comfort are more complex. Often, greater walkability yields only small reductions in vehicle capacity, even though vehicle speeds are lower. Generally, more two lane streets per square mile result from a more open network and drivers can avoid the degree of peak hour congestion that occurs when a limited number of large streets break down.

96th Street is a two-way east/west arterial; with two 11' wide lanes in eachdirection (southern eastbound lane terminates at Harding Avenue). Average east and westbound speeds range from 11 mph to 23 mph west of Harding Avenue, where speeds drop to 2-5 mph. Harding Avenue is a one-way southbound arterial, with three lanes of 11' each. Average speeds on Harding Avenue range from 9-19 mph. Collins Avenue (A1A) is a one-way northbound arterial, with three lanes of 11' each. Average speeds range from 10-27 mph.

Land use development along Harding and Collins Avenues consists of multifamily residential, municipal and commercial/tourist, all of which benefit greatly by a healthy pedestrian environment.



Traffic volumes along Surfside's major arterials are high, but traffic flows during the roadway's peak periods. Peak hour, peak directional volumes along 96th Street approach 1,000 vehicles in some sections, within the roadway's design capacity of 1,700.

Consequently, Surfside's major arterials have three major problems:

- 1. They serve double duty as both a throughmoving arterial for regional traffic and a locally-circulating street
- 2. They encourage only one travel mode by discouraging walking, cycling, and transit
- 3. They have a high volume of traffic, with often congested conditions.

The urban design vision for Surfside, as described by the community and refined by the design team during the workshop and charrette, is a more walkable environment providing increased business traffic for the commercial district and new civic and recreational amenities, all while providing improved traffic and parking operations.

Transportation facilities and systems provide excellent tools to support the future vision for Surfside, as set by the community. As noted earlier, the Surfside community desires a return to the walkable city structure and a place where pedestrians can live, shop and find entertainment.

What factors contribute to an excellent pedestrian experience? Observations and design know-how suggest the following prioritized features, listed in reverse order.

- 10. Narrower Streets
- 9. Street Trees
- 8. Lower Traffic Volumes
- 7. Sidewalks
- 6. Interconnected Streets
- 5. On-street Parking
- 4. Lower Traffic Speeds
- 3. Mixed Land Use
- 2. Buildings Fronting the Street
- 1. Small Block Size

These parameters have proven themselves in the field. When a majority of these are combined in one location, pedestrians are routinely seen. Surfside's walkable streets are no exception to this experience.

## 2. Traffic Capacity Issues at 96th Street Intersections with Collins and Harding Avenues

Currently, congestion is encountered during peak travel periods at the intersections of 96th Street and Collins Avenue and at 96th Street and Harding Avenue. Both intersections experience queuing times particularly during the appropriate peak rush hour.

The worst conditions occur eastbound on 96th Street. Figure 2 illustrates traffic queuing times at the intersection of 96th Street and Harding Avenue. The island

configuration makes these levels of delay inevitable. More consideration should be given to the off peak hours when speeds rise to impact pedestrian comfort.

## 3. Response to Design Vision, Capacity Issues and Pedestrian Safety Needs - One-way Street Conversions

HPE recommends converting Surfside's one-way pair (Collins and Harding Avenues – Figure 3) to two-way operation. As stated above, managed motor vehicle speeds are essential to pedestrian comfort and safety. Historically, twoway streets have slower speeds than one-way streets and provide nearly the same amount of traffic capacity, while providing a substantially safer and more pleasant pedestrian environment.

One-way streets have limited operational benefits over two- way streets, safety implications, and negative impacts on local commercial business. Operationally, oneway streets:

- circulation w/ left turns have increased
- have increased vehicle miles traveled (vmt)
- carry 20% more vmt
- are especially difficult for visitor travel
- require transit stops on two different streets

From a safety perspective, one-way streets:

- produce up to 20% more turns
- potentially increase pedestrian crashes because of higher turns

• yield higher off peak speeds, which lead to more serious injuries

One-way streets also have an undesirable impact on commercial businesses, as they:

- reduce business access
- make way finding and routing more difficult
- provide limited commercial exposure for corner businesses on upstream side

Converting Collins and Harding Avenues to two-way streets will not negatively impact the area's traffic capacity, but will positively increase pedestrian access to the commercial and civic district Surfside desires. It will also significantly improve queuing times at Surfside's major intersections as more options will disperse traffic more equally.

HPE proposes converting Harding Avenue's three southbound lanes into one north and southbound lane and include on-street parallel parking in the business district (see Figure 4), to better accommodate pedestrians and local traffic.

Collins Avenue should likewise be converted to two-way operations, by converting its three northbound lanes and wide shoulders into two northbound and two southbound lanes, with no on-street parking, to better accommodate regional traffic traveling through the area.

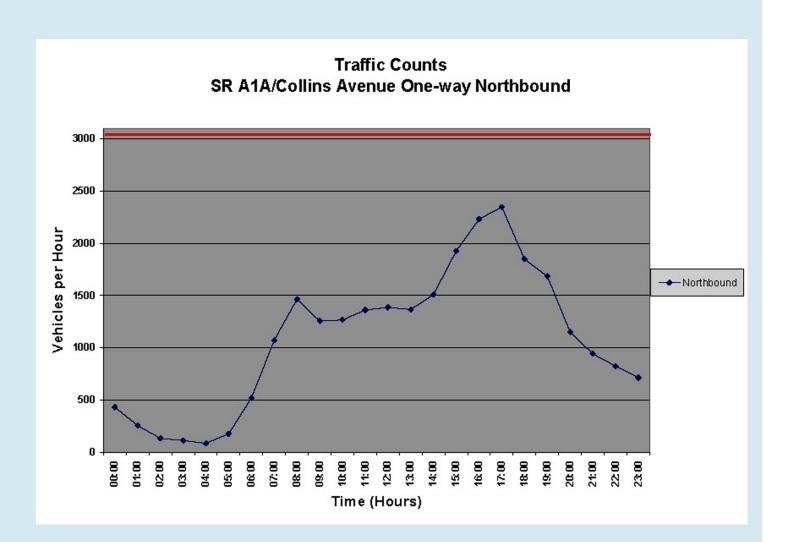




Figure 2: Peak Hour Traffic Queing at 96th Street and Harding Avenue

## 4. The Effect of One-Way Conversion on Two-Way Operation

To identify the effect of converting Harding and Collins Avenues to two-way operations on Surfside, an arterial level of service analysis was performed utilizing Synchro 6.0 (Trafficware, Inc.) software, as follows:

#### Synchro Procedure

To determine arterial level of service, two Synchro runs were performed for Surfside's major arterials (96th Street, Harding Avenue and Collins Avenue). These runs were based on the following:

- A "before" run utilizing current vehicle trips and one-way operations; and
- An "after" run utilizing two-way operations.

#### Synchro Results

Both runs demonstrated that maximum service volume at the adopted level of service will not be exceeded by conversion to two way operation.

The 96th Street, Harding Avenue and Collins Avenue adopted LOS are "D".

The "after" Synchro runs for 96th Street yielded an overall PM peak hour peak direction eastbound arterial level of service "D", which is an improvement from the "before" scenario yielding a level of service "E". Overall westbound level of service "D" remained the same along 96th Street. Only at the intersections with Harding Avenue



Figure 4: One-way to Two-way Operations Conversion

and Collins Avenues, did the level of service remain the same ("F"). However, overall travel speed increased slightly and signal delay decreased substantially, indicating that movement of traffic has actually improved by the two-way operations, despite a low level of service.

The "after" Synchro runs for Harding Avenue yielded a new overall PM peak hour peak direction northbound arterial level of service "D", which is concurrent with adopted standards. The Synchro run yielded an overall southbound level of service "E", slightly lower than the adopted standards. Though this appears to present an operational capacity issue, the character Surfside desires will benefit from these changes, all without impacting the vehicular motorist experience, as arterial speeds and signal delays are nearly the same as those experienced now under one-way operations. The pedestrian benefits far outweigh the slight change in vehicular operations.

The "after" Synchro runs for Collins Avenue yielded an overall PM peak hour peak direction northbound arterial level of service "C", which is consistent with the "before" scenario, indicating no decrease in operational capacity after the one-way conversion. The Synchro run yielded a new overall southbound level of service "D", concurrent with adopted standards.



COLLINS AVENUE COMMERCIAL DISTRICT PHOTO MONTAGE

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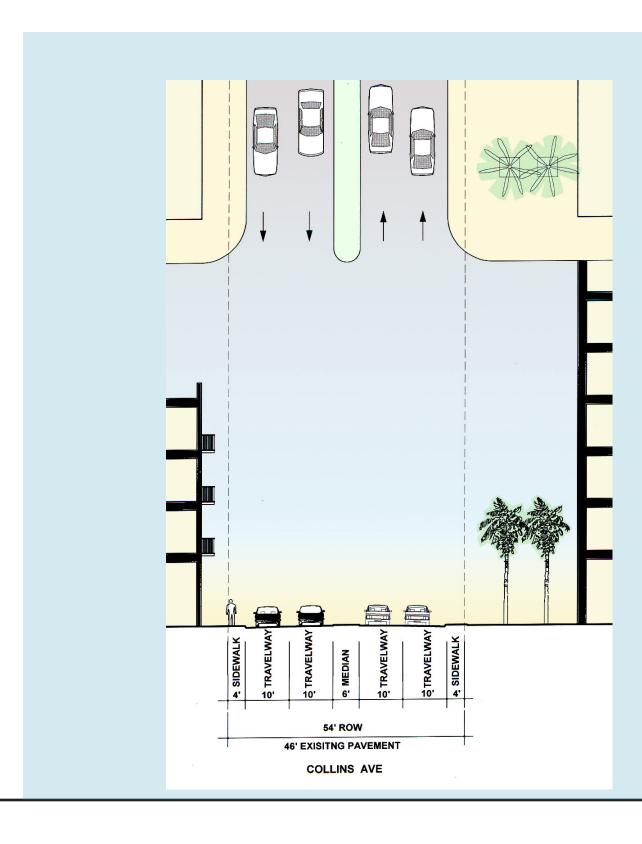
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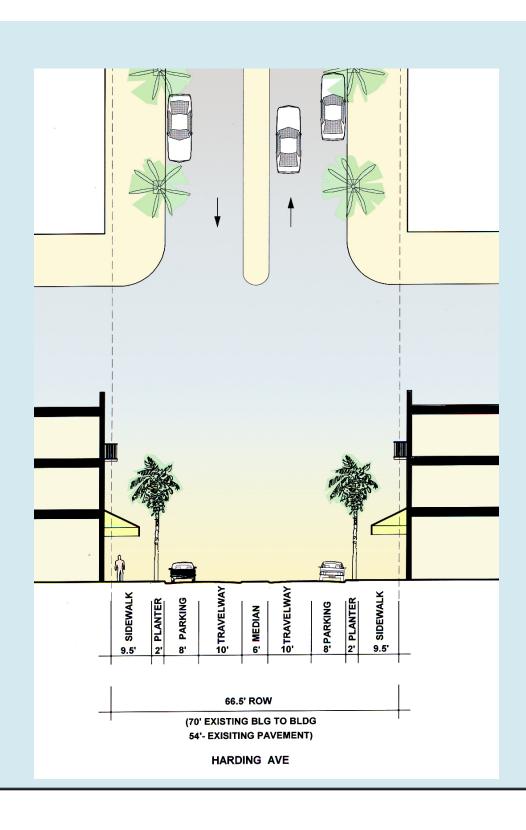
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### 5. Walkable Thoroughfare system along Surfside's Major Arterials

HPE has proposed street sections for Surfside, mostly along Collins and Harding Avenues, that will promote the walkable environment Surfside desires, while accommodating existing regional and local traffic and improving operational capacity.

Along Collins Avenue, where land use patterns call for commercial/tourist facilities and multifamily residential units, HPE proposes a street section with a 4' sidewalk, two 10' southbound travel lanes, a planted 6' median, two 10' northbound travel lanes and a 4' sidewalk on the beachside (see Figure 5 below), with dedicated turning lanes at intersections. The narrower lanes will encourage slower traffic speeds to better accommodate pedestrians.



Along Harding Avenue through downtown, where land use patterns call for a mixture of residential types and businesses, HPE proposes a street section with a 9.5' sidewalk, 2' planting strip, 8' parallel parking lane, one 10' southbound travel lane, a 6' safety strip, one 10' northbound travel lane, 8' parallel parking lane, 2' planting strip and a 9.5' sidewalk on the beachside (see Figure 6 below).

The safety strip is a textured pavement in the center of the street. The textured surface discourages continuous driving on the safety strip but allows temporary usage of the strip for delivery vehicle parking, slowly passing a transit vehicle, or for additional space for oversize vehicles if needed. The strip also provides a center area where pedestrians can stop.

The narrower lanes and on-street parking will encourage slower traffic speeds to better accommodate pedestrians. On-street parking will be replaced with bicycle lanes south of downtown.

Surfside's residents have demonstrated the desire to create a more walkable neighborhood providing increased business traffic for the commercial district and new civic and recreational amenities, all while providing improved traffic and parking operations. Though this may seem like a daunting task, improvements to the area's traffic circulation, primarily converting the one-way operations of Harding Avenue and Collins Avenue into two-way flow, will help achieve the vision outlined during Surfside's Citizen's Planning Workshop and Charrette. Both local and regional traffic will continue to be accommodated by these changes, while providing a healthier and safer environment for pedestrians and bicyclists who reside in the area or will be frequenting the commercial businesses along Surfside's main streets.

# Incremental Traffic Calming

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One-way residential streets designed to curtain cutthrough regional traffic make access a challenge for residents as well.



#### **GATEWAYS**

Iconic neighborhood entrance features provide more explicit neighborhood boundary definition as well as the potential to limit access, if needed.



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Iconic neighborhood entrance features provide more explicit neighborhood boundary definition as well as the potential to limit access, if needed.

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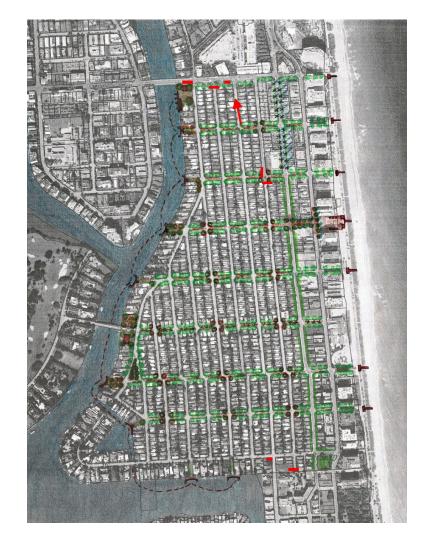
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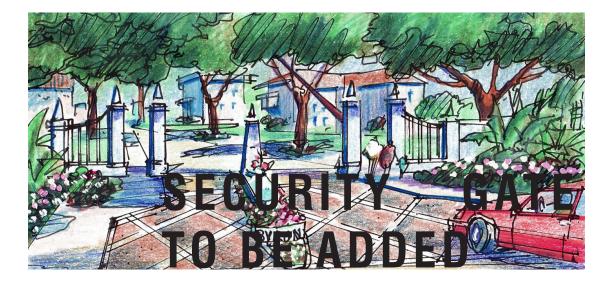
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#### **GATEWAYS**

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GATEWAYS

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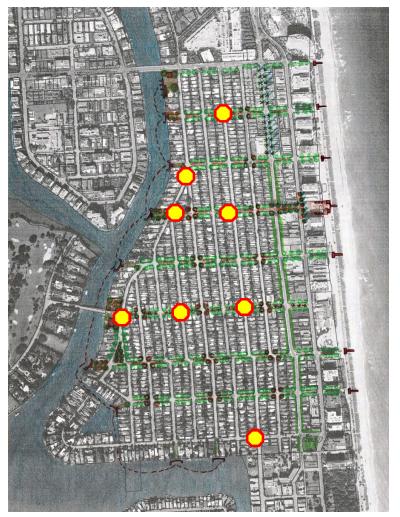


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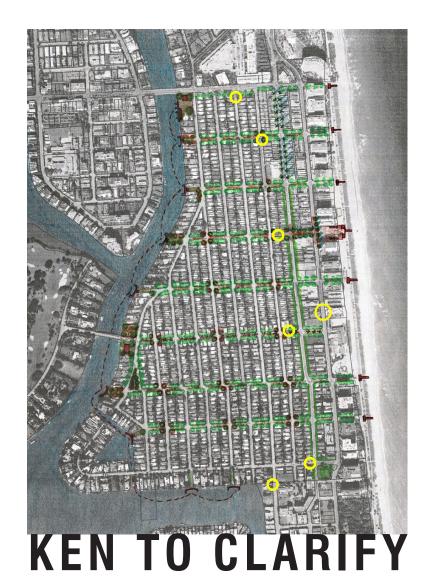
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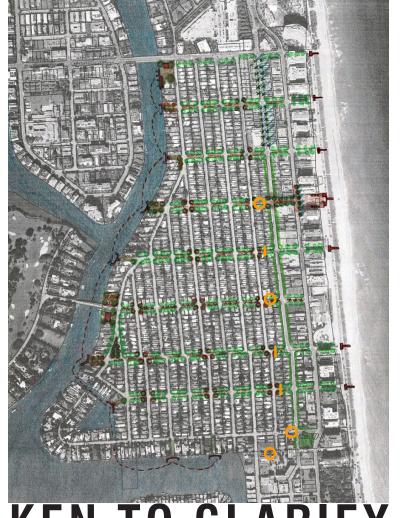


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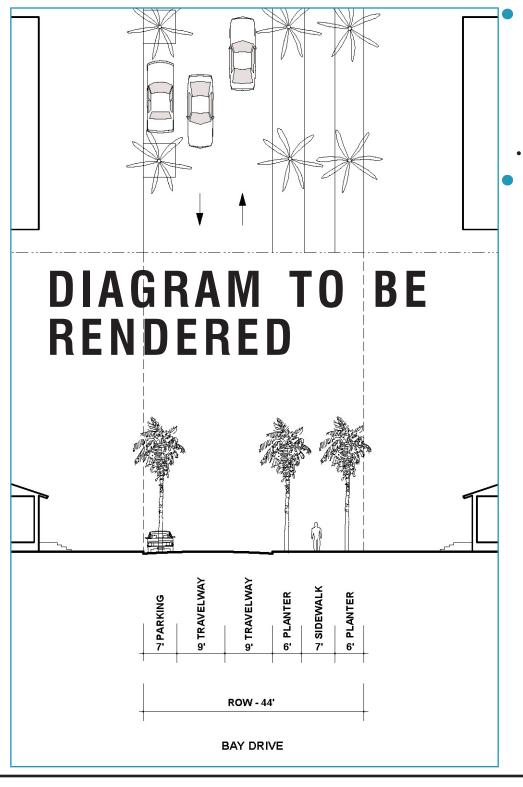
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#### **BAY DRIVE**

Travel: 2 lane, 2 way
Parking: 1 Side
Trees: 2 Sides
Sidewalk: 1 Side
Utilities: Above Ground

88TH ST./WALKING BLVD.

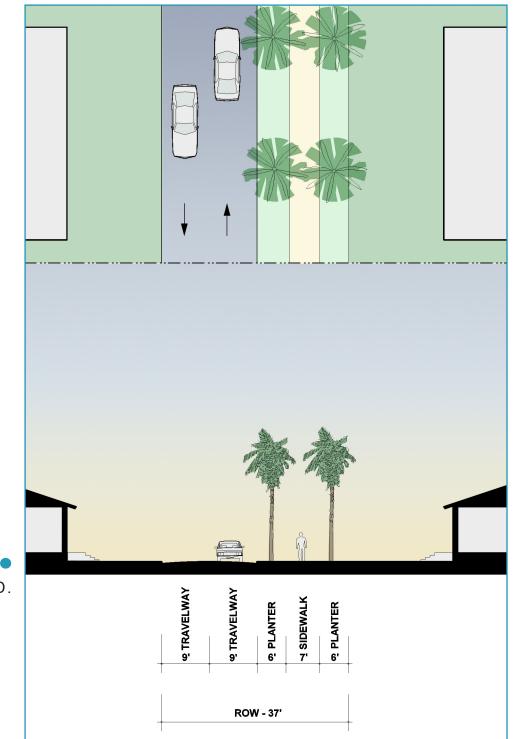
•Travel: 4 lane, 2 way
with median

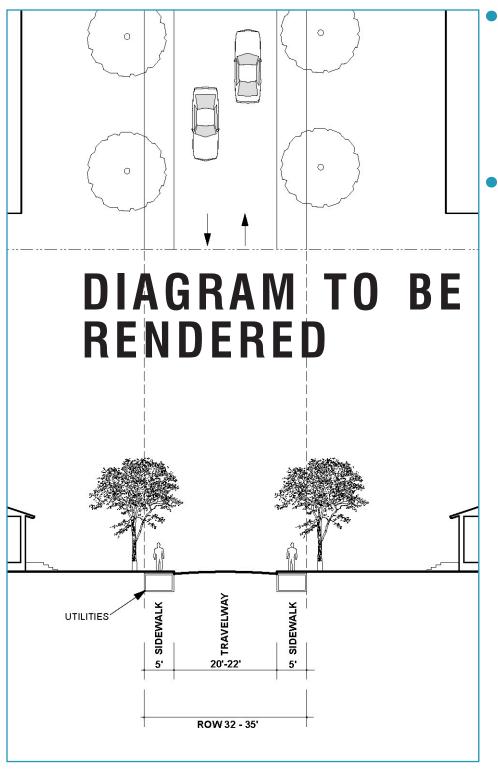
•Parking: 2 Sides

•Trees: 2 Sides

•Sidewalk: 2 Sides

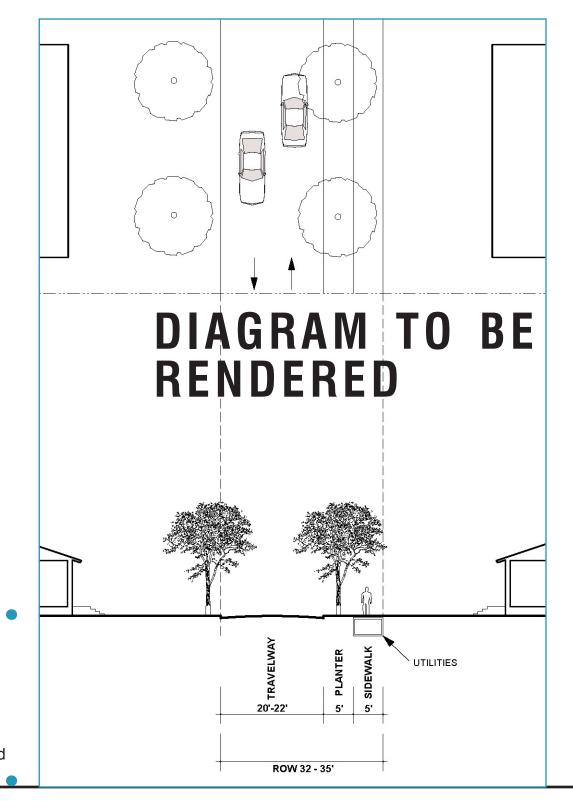
•Utilities: Above Ground

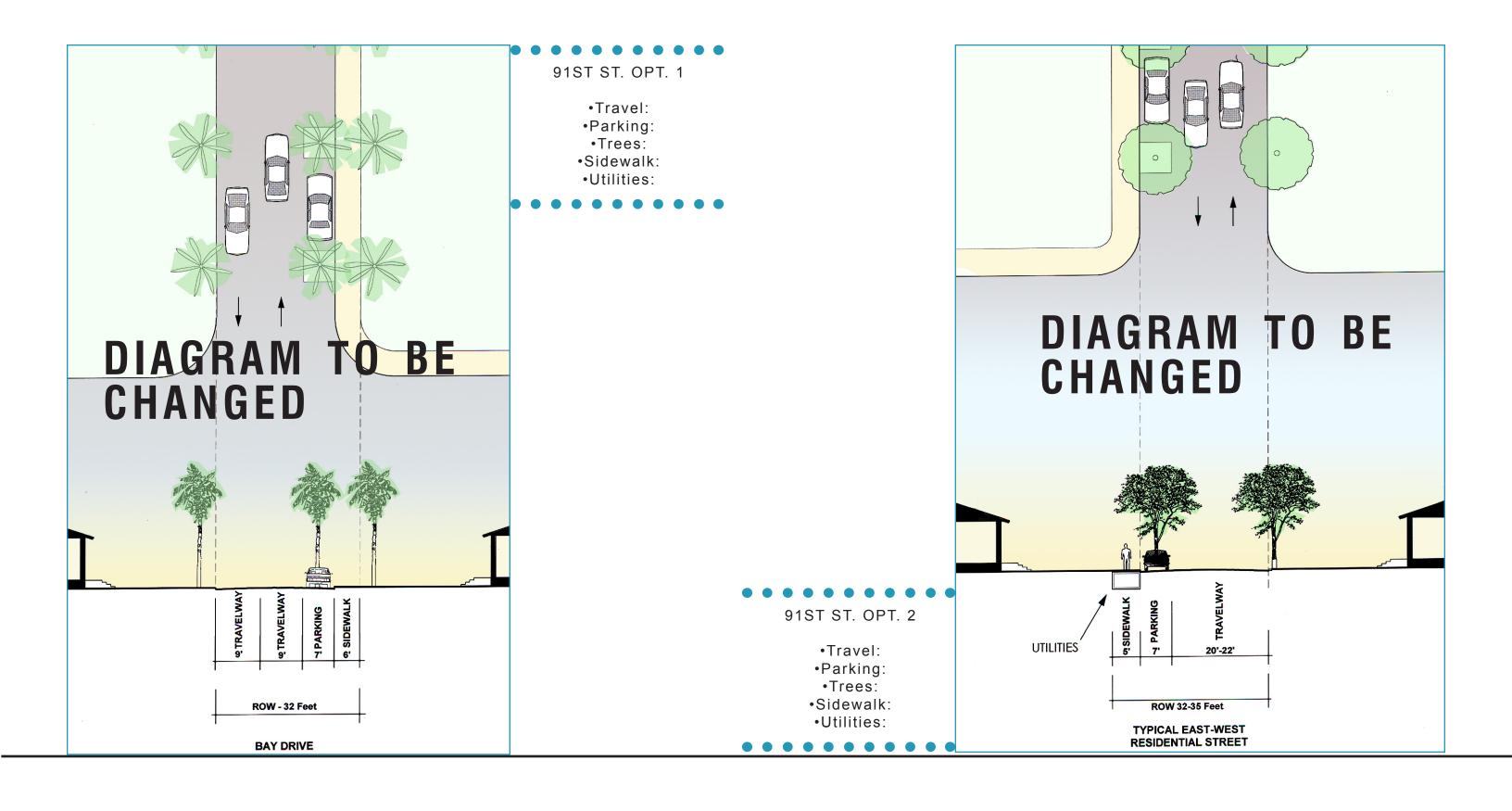


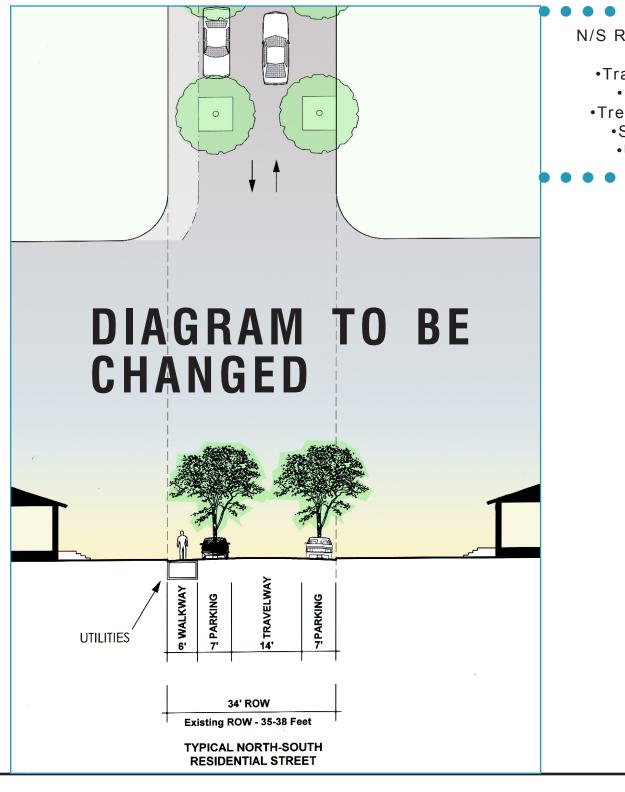


E/W RESIDENTIAL
NORTH OF 91ST ST.
•Travel: 2 lane, 2 way
•Parking: 1 Side
•Trees: 2 Sides
•Sidewalk: 1 Side
•Utilities: Above Ground

E/W RESIDENTIAL
SOUTH OF 91ST ST.
•Travel: 2 lane, 2 way
•Parking: 1 Side
•Trees: 2 Sides
•Sidewalk: 1 Side
•Utilities: Under Ground





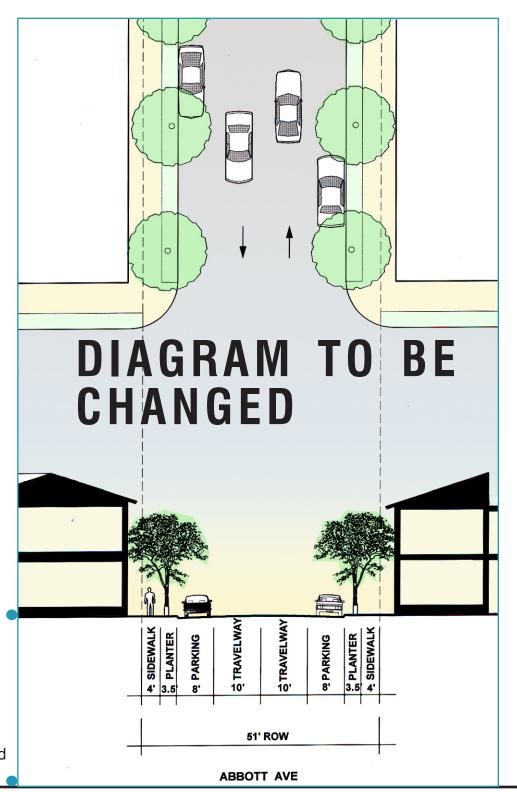


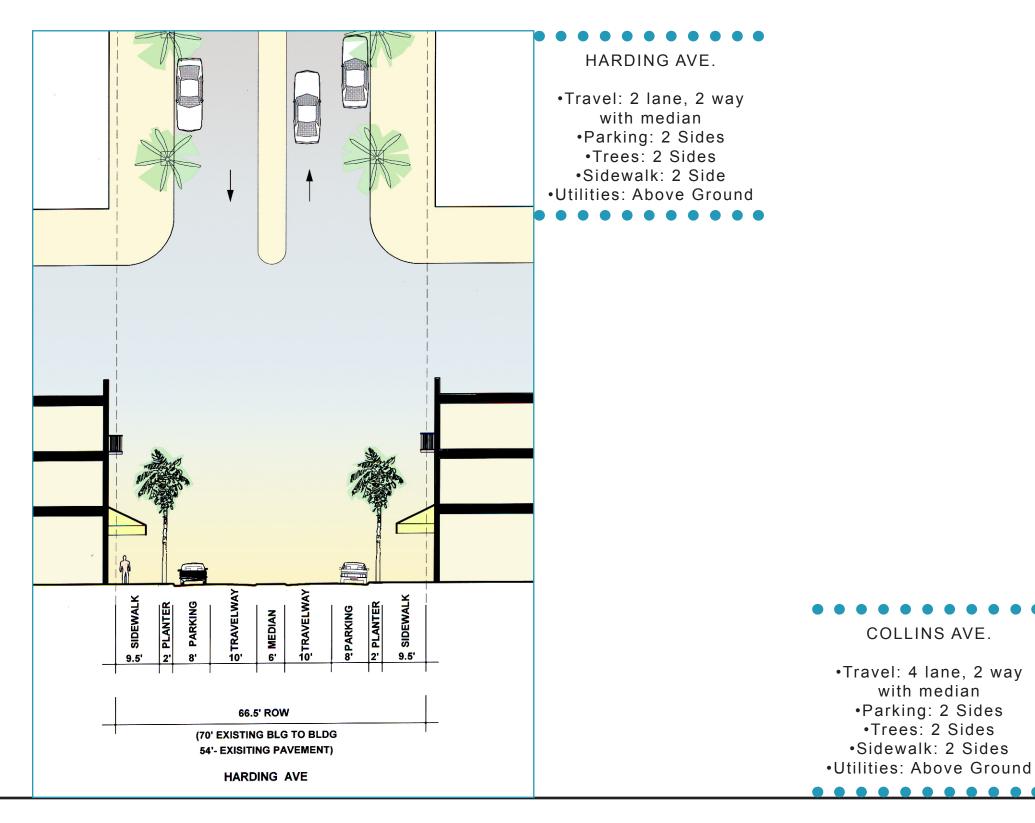
#### N/S RESIDENTIAL

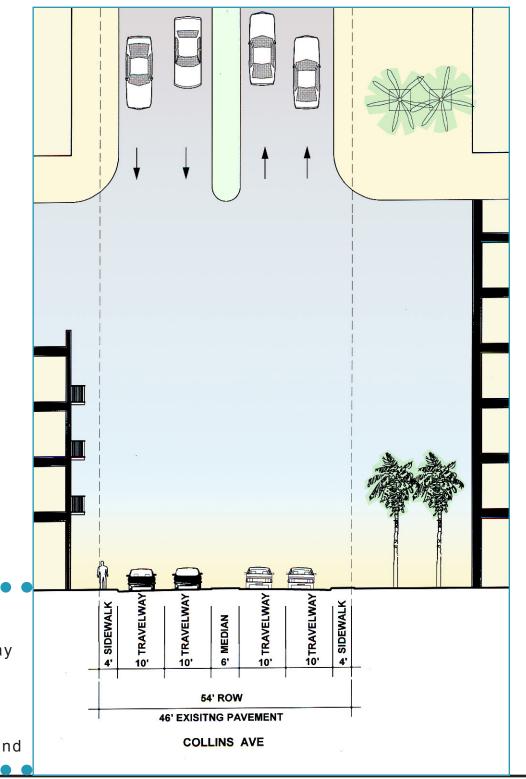
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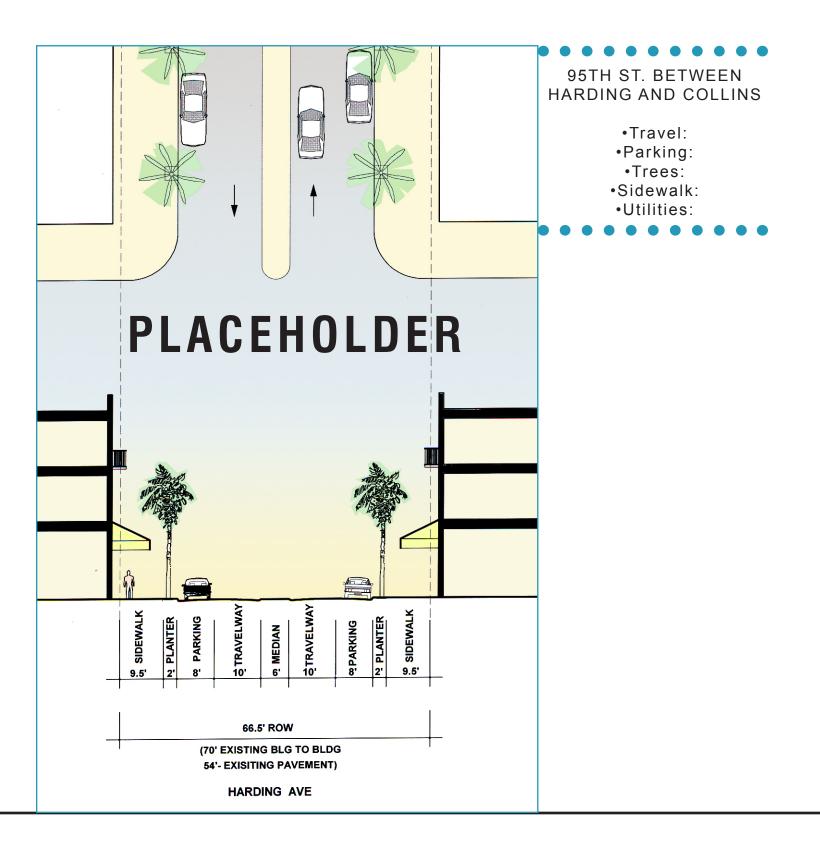
### ABBOTT AVE.

Travel: 2 lane, 2 way
Parking: 2 Sides
Trees: 2 Sides
Sidewalk: 2 Sides
Utilities: Above Ground











INTRODUCTION STORM WATER RETENTION LANDSCAPE REGULATIONS 02

## LANDSCAPE REGULATIONS

#### **General Principles**

Landscaping, particularly in a lush, tropical setting like South Florida, can be used to help unify a place visually, and to help define and articulate important places in a community context. Possibly even more importantly, street trees shade pedestrian pathways, helping to enable and promote walkability, as well as providing spatial definition to streetscapes and a perceptual, as well as practical measure of protection from nearby traffic. Landscape is also a critical dimension of designing "green" sustainable communities, both in terms of mitigating climatic impacts, but also in terms of species deployed, and their suitability for the specific location, use, and climatic conditions in which they will reside.

#### Observation

There is no coherent landscaping scheme in Surfside,

creating a discordant visual effect, as well as some very real potential safety hazards, in terms of intersection sight lines. In addition, the combination of a lack of street trees, and relatively wide residential streets, has created both an unsafe and unpleasant walking environment, counterproductive to encouraging walking and/or biking as viable transportation modes and/or recreational activities, within the residential neighborhoods of Surfside.

#### Discussion

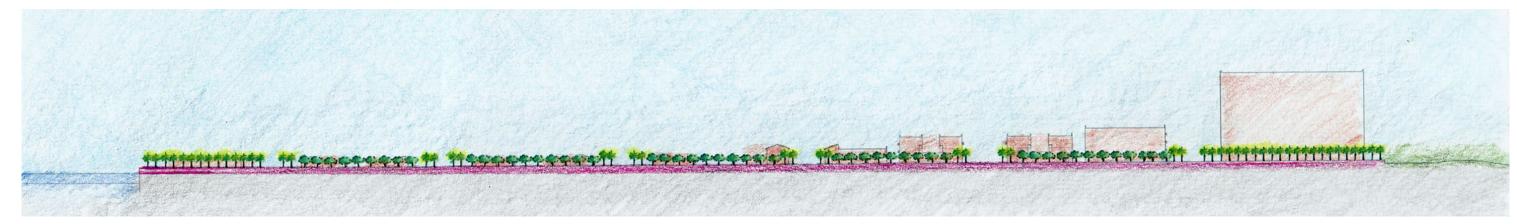
The residents stated that they would like more shade trees, as it is uncomfortable to walk in Surfside without shade from the sun. They also expressed a strong desire for a safer walking environment, but many were not willing to give up space in their front yards to make room for sidewalks. That may have been a perceptual problem, however, as the space in questions was mostly comprised



Manicured hedges can provide privacy where needed.



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of existing municipal right-of-way, but the sentiment was valid, nonetheless, and also reflected concern over a potential impact on on-street parking, as well as any costs associated with implementation.

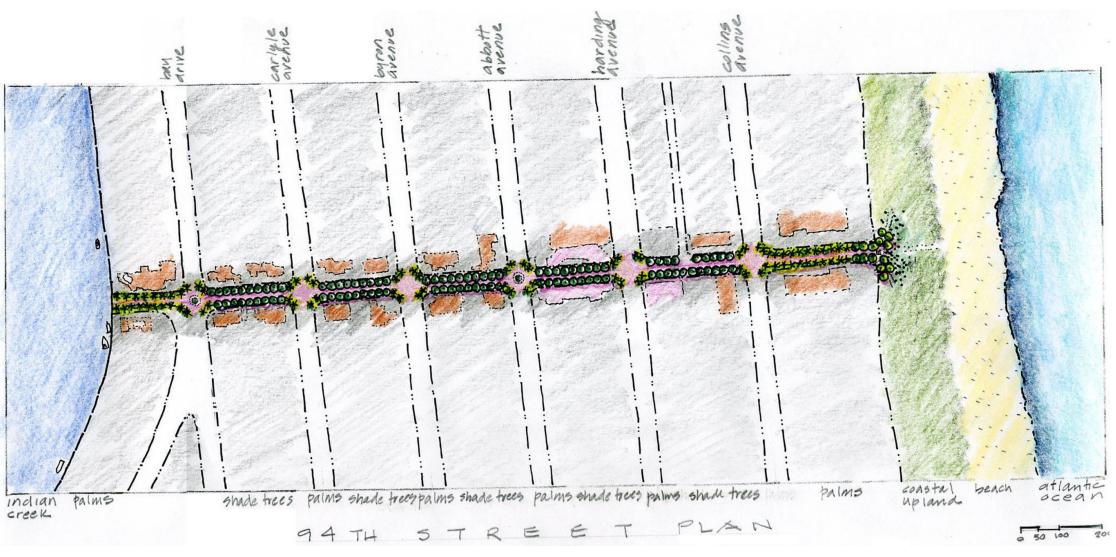
#### **Specific Recommendations**

Comprehensive Street Landscaping Regulations

Because of the unique and often conflicting desires and objectives related to enhancing the visual coherency of the neighborhoods, and improving pedestrian comfort and safety, and comprehensive solution was proposed that attempts to address all of those issues within one overall design framework.

Specifically, it is recommended that a comprehensive system of planting street trees within the existing rightof-way, and more importantly, within the existing paved portion of the street (see images), be implemented in such a way that:

- 1. The perceived visual width of the street is reduced, thereby encouraging traffic to move more slowly;
- 2. Storm water run off and absorption is not impeded;
- 3. On-street parking is not appreciably impacted or reduced, nor driveway access;
- 4. Stripe bike lanes and "virtual" sidewalks within the carriageway (lane) such that when one car is traveling down the street, a clearly delineated pedestrian path is visible and acknowledge but that - a. pedestrians can step between the street trees, and/or the on-street parked cars, as needed for additional safety, and b. the street will function as an effective "yield street" when oncoming cars approach, i.e., they will both be obliged to slow and "encroach" upon the virtual pedestrian/bike lanes, in order to pass. While this is not ideal, it represents an effective compromise, given all of the practical constraints placed upon the resolution of this particular issue, and lastly;
- 5. It is felt that this approach (along with the removal or relocation of the existing overhead power lines) will provide sufficient visual coherency as to allow for a significant level of landscaping "flexibility" within private



Bay to ocean thoroughfare plan illustrates context specific landscape elements in a cross-island framework.

yards, subject to safety considerations.

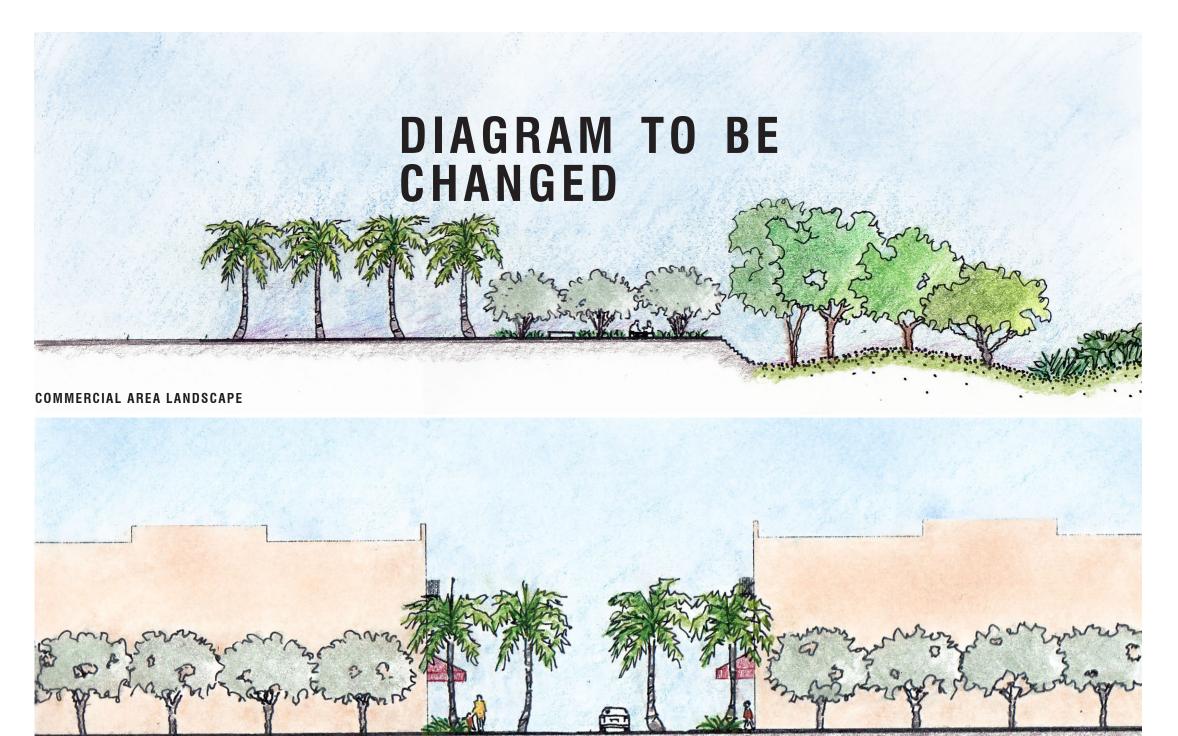
In addition, the following specific recommendations are offered:

Plant shade trees along residential streets and Palm trees at the intersections to allow light and better visibility.

Improve 91st street by creating an axis through the town from Indian Creek Village to Collins. Plant shade trees along the street with palm trees at the intersections. Allow either parking or sidewalks, as there is not enough room for both.

Create a jogging and cycling loop around Surfside, connecting all existing parks and the proposed street-end parks along Bay Drive with the beach. Plant a different species of trees along this route, to help denote the significance of this path.

And lastly, a plant species list should be developed and implemented (see attached), which promotes and requires the use of species specifically native to, or appropriately acclimated to, the localized and regional climatic conditions the area is subjected to. Fence and hedge standards should be developed as well as their maintenance. The typical height for side and rear fences is 6 feet, with taller hedges as high as 8 feet.



## STORM WATER RETENTION

There are several issues related to storm water management best practices and potential strategies for the Town of Surfside. The first is related to the unique nature of South Florida's topography and hydrology; the second relates specifically to Surfside's history and the costal barrier islands in general.

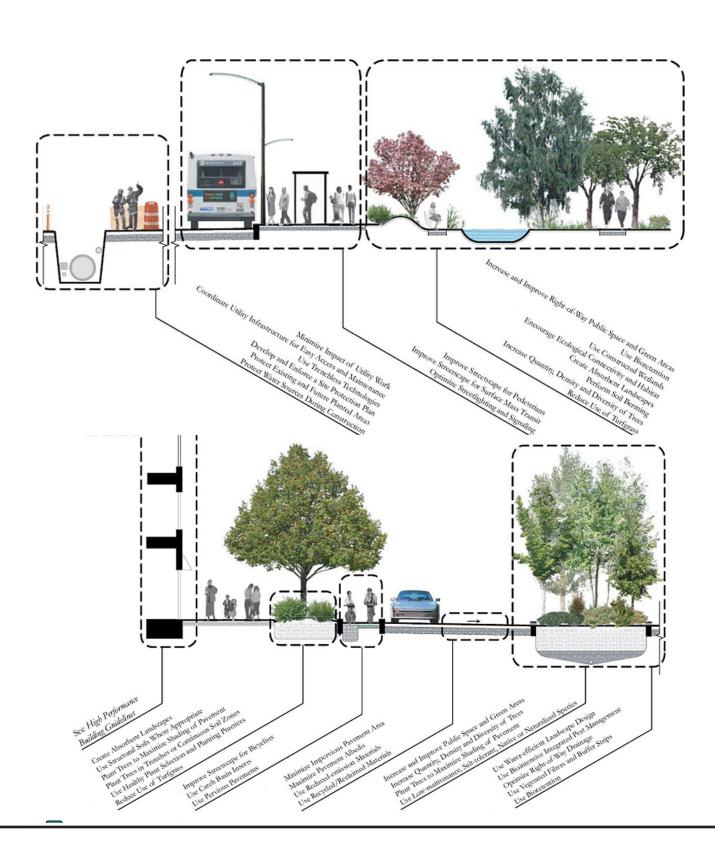
In general, more urbanized areas are characterized by street sections optimized around pedestrian movements and walkability, which often means a continuous curb and gutter, sidewalks, and storm sewers, and that is indeed the case in Surfside's mixed-use downtown area. In Surfside, however, the residential neighborhoods street sections are more typical of South Florida, with no curb or

MANICURED BIORETENTION AREAS

sidewalk, and an open swale (and/or simply a private lawn) acting as the primary conduit for conveyance, retention, infiltration and recharge.

The history of Surfside is the shared history of the South Florida barrier islands, such as Miami Beach. The Town was once a low lying barrier island comprising a beach, coastal dune area, and a bayside mangrove estuary, which was later filled to help create the developable area now known as the Town of Surfside. Like most barrier islands, the lack of elevation, along with water quality issues associated with the health of the bay, complicate the issue of storm water management.





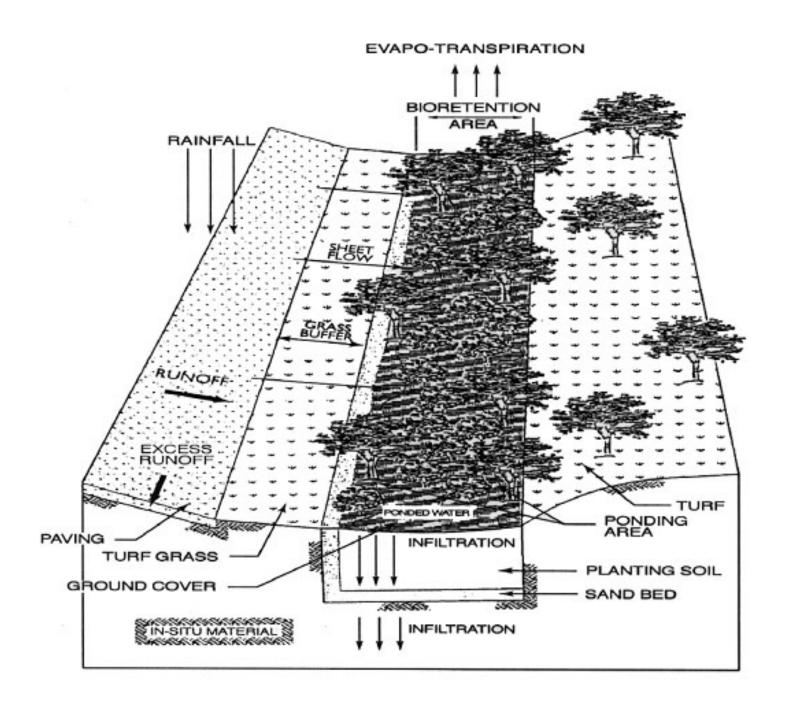


Figure 1: Bioretention Area Conceptual Layout (Functioning like an Infiltration Basin)

Source: Prince George's County Department of Environmental Protection, 1993





The Discovery Center parking lot features bioswales planted with native species that filter pollutants from parking lot runoff.

In general, the best way to deal with storm water is to manage it at the source, allowing rainfall to be returned to the natural cycle as early in the urbanized environment as possible. Bio-retention swales are an excellent tool for capturing and retaining storm water on site, and allowing for both filtration and recharge at the source, minimizing the need for costly conveyance and large scale retention facilities. Such swales also offer water quality improvements and evapotranspiration. In Surfside, certain areas have become problematic, likely due to a combination of soil compaction, which interferes with localized retention infiltration capabilities; grade issues, can contribute to water collecting in specific areas and overwhelming the ability of the pervious surfaces to absorb the runoff in an efficient and timely fashion; and water quality issues, as the storm water under these circumstances rarely benefits from the normal processes associates with a well designed system.

Without the benefit of a detailed engineering and grading analysis, it is still reasonable to assume that a more focused grading effort targeting the isolated problem areas of standing water related to storm events, could benefit from just such as comprehensive effort to manage storm water collection and treatment based upon current best practices, including bro-retention swales and other recognized "green" techniques and strategies. These approaches may include soil reconstitution and specific planting selections to optimize the storage, evapotransporation, and water quality improvement opportunities in each location.



INTRODUCTION
96TH STREET PARK
DOG PARK
INDIAN CREEK VILLAGE PARK
TOT PARK
VETERANS PARK
STREET-END POCKET PARKS

PARKS AND RECREATION 02

## PARKS AND RECREATION

#### **General Principles**

Neighborhood parks and open space, in a traditional community setting, are typically located primarily within the residential areas, where the lower-density building types exist, and are fronted by buildings, giving both spatial definition to the space, as well as the added security of being "overlooked" by the adjoining residences. Their main purpose is for leisure and recreation, with their landscapes consisting of open lawn, paved paths, trees, and open shelters. For the most part, these types of parks require a limited amount of maintenance, due to their typically naturalistic configurations, and native plantings. In general, each neighborhood should have a minimum of one neighborhood park, to be located within a short walking distance of any residence.

In addition to these types of passive parks, there are also parks that incorporate active recreational uses, which are then formally integrated into the composition of the overall park design, though for a neighborhood-scale park, all other conditions remain the same. Many urban forms of open space also exist, though these are more typically located in the neighborhood and community centers, and are often more intimately scaled. These typically fall under the category of square, plazas and greens.

Ideally, there should be some means of formally

connecting all of the parks and open space within the community, typically through a network of streets, avenues and boulevards, and/or greenswards, capable of comfortably and safely accommodating pedestrians and bicyclists, as well as vehicles. When connected through a continuous parkway network, this is often referred to as an "emerald necklace."

#### Observation

There is a scarcity of well-designed open space within the community, that is easily accessible and accommodating of the community's needs and desires, in either the town center, or within the residential neighborhoods.

#### Discussion

There was a significant amount of community discussion regarding parks and open space. Though there was a clear distinction made between parks and open space within the neighborhood fabric, and that associated with the beachfront and beach walk, there was clear agreement that they were both considered essential components to enjoying life in Surfside. Nonetheless, the neighborhood parks and open space were of a particular focus during this process.

Most citizens wanted better access to the Indian Creek waterway and expressed a desire for more opportunities and facilities related to fishing and kayaking, both at the



A string-of-emeralds network links open space and park amenities throughout the community.

96<sup>th</sup> park and through the development of "street end" pocket parks fronting the Creek, though this latter idea was challenged by some of the residents living adjacent to these areas and who have become used to treating this right of way as a personal adjunct to their own property.

Veteran's Park was considered to be under utilized and poorly located for the uses currently located there, and needs to be rethought. In general, they wanted the lighting to be improved at all the parks, and some provision for parking, though there was heated disagreement regarding the inclusion of bathrooms at the children's playground park at the intersection of 90<sup>th</sup> Street and Bay Drive.

A park proposal was requested for the vacant lot adjacent to the bridge to Indian Creek Village, as well as better connections between all of them, in the form of a designated bike path and/or jogging trail/circuit incorporated into the existing neighborhood street network. And lastly, many dog owners expressed a need for a dog park and suggested turning one or both of the pump stations into a dedicated dog park would be a good idea.

A dedicated effort was made on behalf of the 96th Street



96TH STREET PARK

Park, attracting tremendous public input. Francisco Llado, a charrette team member, worked exclusively throughout the process on this one issue, working closely with the community and functioning as an essential, yet efficient, conduit through which that community input was focused and channeled.

Specific issues to be addressed included the desire for a single, clear entrance to the park, located well away from 96<sup>th</sup> street, for both safety reasons and to control access and security. View sheds and transparency from the street through the park to Indian Creek were to remain, and recreationally speaking, residents requested a large multi-purpose field, as well as a basketball court and a small tennis court. They also called for two playgrounds and places for parents to watch their children. Parents also wanted a park building to hold small events, and a final important component desired was a small boat launch and possibly a mooring for the Town's marine equipment.

#### **Specific Recommendations**

Turn the pump station at 93<sup>rd</sup> Street into a dog park Again, as per community input and request, a specific proposal was put forth regarding the reclamation and adaptive reuse of this underutilized public property to create a new fenced-in pocket park, to be dedicated



PAVILION AT 96TH STREET PARK

for use by pet owners to walk and exercise their dogs, in a way that would minimize their impact on the other residents.

Create pocket parks at each of the street-ends on Indian Creek

Ongoing debate notwithstanding, it is recommended that these public right-of-ways be sensitively reclaimed for community access to, and viewing of, Indian Creek. The consensus opinion was in favor of passive, discreetly landscaped areas, where local residents can sit and quietly enjoy the water. Some street ends may also accommodate limited additional functions, such as fishing and/or kayak launches.

Create a jogging and cycling "String of Emeralds"

Design street sections and on-street pathways along Bay Drive, and other surface streets, to safely connect the 96th Street Park, other smaller pocket parks throughout the community, Veteran's Park, and the Beach walk, to create a "string of emeralds," or "emerald necklace," effectively linking all of the community's open space assets into a single, unified network of parks and recreational amenities.

#### Downtown Plazas

Though urban open space and public realm was not specifically discussed as part of the community input on this topic, it is strongly recommended that both the existing streetscapes, as well as the proposed new downtown plazas, be considered and important and integral part of the Town's overall open space network. These elements are not only critical to the ongoing success of the downtown merchants, they are crucial to maximizing the resident's full benefit and enjoyment from living in a compact, mixed-use, and walkable community, wonderfully and uniquely situated along a beautiful ocean beach, in a delightful subtropical climate.

#### COMMUNITY INVOLVEMENT

Discussion concerning the parks, especially the 96th St. Park, was lively and informative. A major concern for residents was how to incorporate more recreational facilities or spaces into the park, as well as to improve landscaping and to add boat slips for kayak storage.





## 96th Street Park

A specific plan was developed and presented which incorporated all of the community's inputs and requests, and was vetted by the residents during the charrette process. In addition to the specific briefing and ongoing input from the citizens, a proposal was put forth to use the small support and event pavilion as an iconic entrance feature marking the gateway into the community along 96th street, approaching from the west.











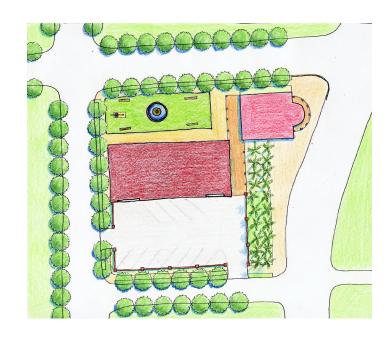


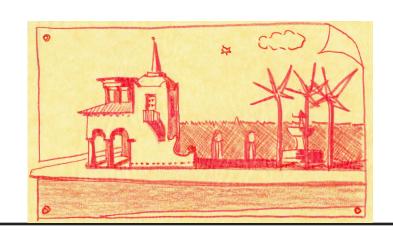


## Veterans' Park

Veteran's Park was widely considered a missed opportunity and under utilized asset in the Town's property portfolio. Though currently housing a tennis program and the Veteran's memorial, the location and setting was not considered ideal for either use. Therefore, it is recommended that the tennis program be relocated to a more convenient location for broader community use (the current proposal is that it be part of the new Civic Center), and that the Public Works Department — a discreet department, currently occupying very high-value land in the Civic Center district, be relocated here.

As part of that move and redesign, a new iconic Town Entrance structure, housing both the Public Works administration be placed on the site, and situated such as to provide an appropriate new civic setting for the Veteran's memorial and an appropriately formal visual termination for the deflected northbound Collins Avenue traffic, entering the town from that direction.



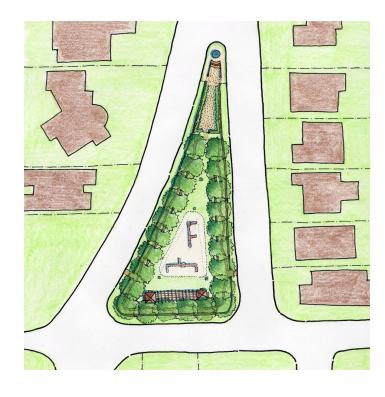




## Tot Park

Recommended improvements to this existing park are primarily related to issues of access and control, through the use of an attractive fence and gate with child-proof latches, and two small pavilions, appropriately and tastefully integrated in the park in a way that complements the nearby residential properties, that would house a single, unisex toilet, with the other providing equipment storage.

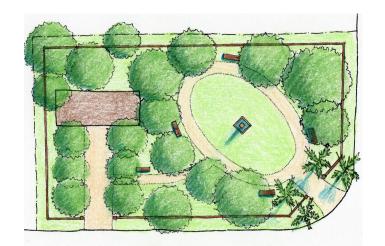




# Dog Parks (Convert Pump Stations)

Again, as per community input and request, a specific proposal was put forth regarding the reclamation and adaptive reuse of this under utilized public property to create a new fenced-in pocket park, to be dedicated for use by pet owners to walk and exercise their dogs, in a way that would minimize their impact on the other residents.

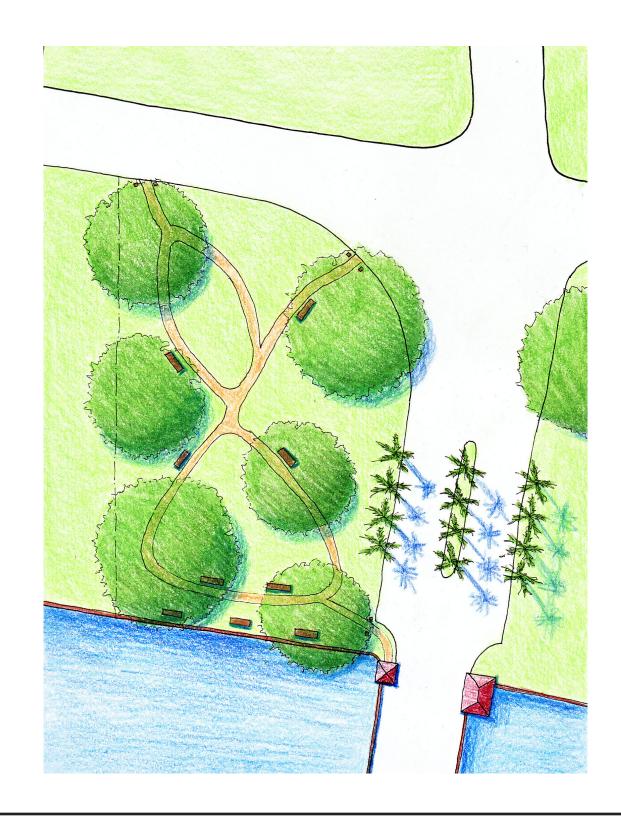




## Indian Creek Park and/or Garden

Located at the entrance to Indian Creek Village, the Village — owner of the currently empty lot — has expressed interest in converting it into a park for general use, providing even more room for recreation on the Bay than the proposed street-end parks.

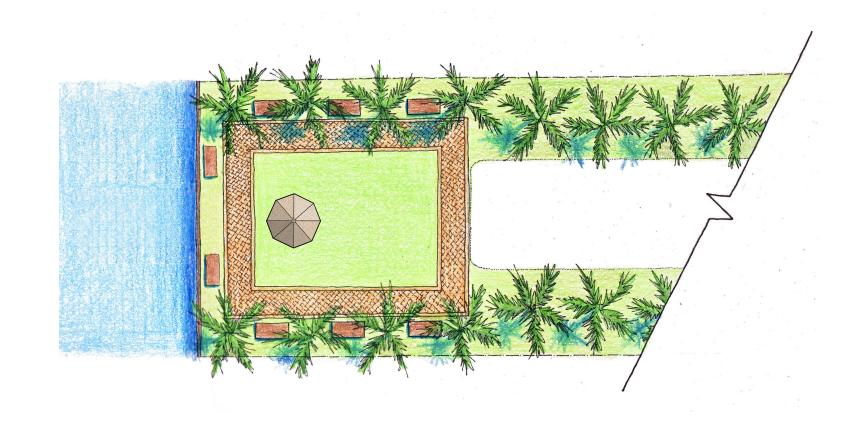


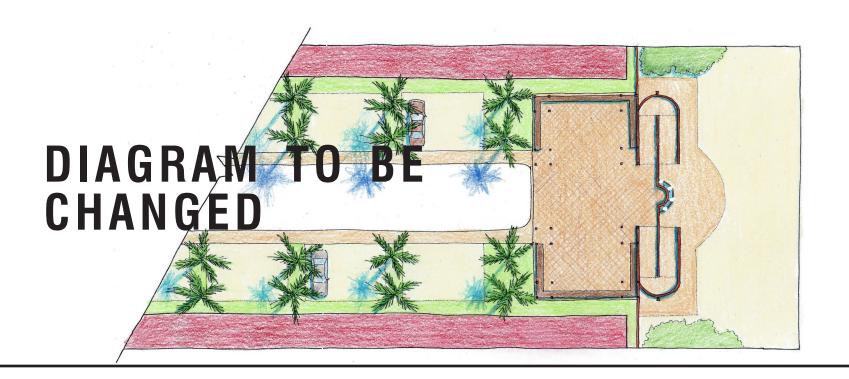


## Bay-End And Ocean-End Parks

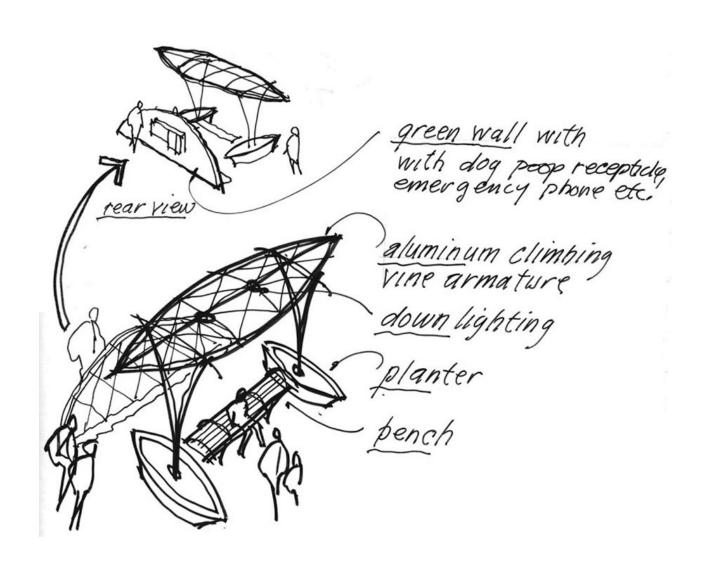
The bay-end pocket parks provide an intimate setting for admiring the bay views. Some parks would support fishing and kayak launching.

The beach-end plazas provide an elegant and accessible transition from the street to the beach. Plazas offer an opportunity for informal gathering at beach entrances.





## Ocean-End Parks





OCEAN-END PARK, OCEAN VIEW PERSPECTIVE

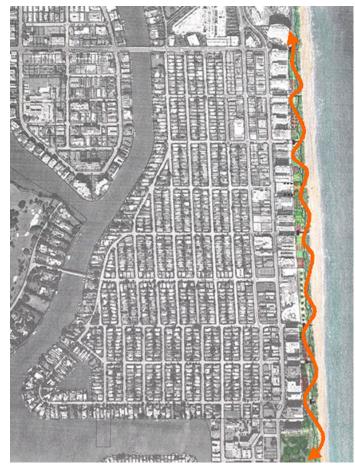
## Beachwalk

#### **General Principles**

An appropriate balance between beach access and utilization, and beach protection, must be considered. To that end, access points which traverse dune systems should be limited in number and carefully planned. And beach paths which parallel the shore, and which provide both emergency access as well as recreational opportunities need to be strategically located and designed as to maximize their utility and recreational aspects at minimal cost to the natural systems. In general, natural areas should be planted with native species and in a manner that is not susceptible to erosion, and which, ideally, will promote the establishment of a viable and effective ecotone over time.

#### Observation

The beach walk is under-realized natural and recreational amenity in its current state and lacks a coherent design or planting scheme. This has resulted in an undefined zone between the existing beachfront properties, and the beach proper, which is creating both spatial confusion and diluting value, to the beachfront as a whole.



THE BEACHWALK, INDICATING A LANDSCAPED MEANDERING PATH





THE HARD PACK AND BEACH WALK LANDSCAPING FROM AN EARLIER STUDY

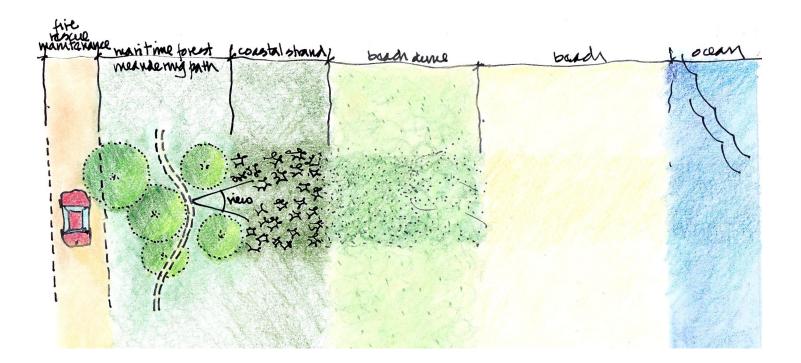
#### Discussion

The residents of Surfside would like to see the beach walk built similarly to, and connected with the one in Bal Harbour. They like the idea of a meandering pathway open to pedestrians as well as bicycles. They would also like to see the Surfside beach walk incorporated into a larger regional linear beachfront park network.

#### **Specific Recommendations**

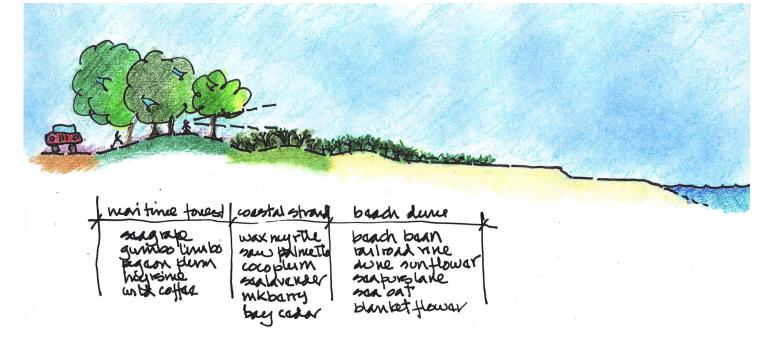
Update the beach walk to residents' desires and consistent with the recommendations outlined in the Town of Surfside Conceptual Design Report, pedestrian beach path, as produced by Coastal Systems International. The hard-pack should remain open to emergency and maintenance vehicles. Next to the hard-pack create a meandering path through a maritime forest planted with native trees. Open views to the ocean in key locations. Plant a coastal strand,

consisting of shrubs and grasses, located between the beach dune and the maritime forest. The existing beach dune will separate the beach from the planted zones and protect them from erosion.









BEACH WALK HARD PACK



INTRODUCTION COMMUNITY CENTER

COMMUNITY FACILITIES & CIVIC AMENITIES 02

## COMMUNITY FACILITIES & CIVIC AMENITIES

#### GENERAL PRINCIPLES

Community facilities and Civic Amenities, such as libraries, town halls, churches, etc., are accorded a unique role, and follow a set of guidelines unique to, and different from, that of the general fabric of a town or city, as a whole. Generally speaking, they are very deliberately placed within the overall community structure, in both location and in setting, as befitting their unique and special contributions to the social and functional fabric of the place, and are typically subject to more liberal standards in terms of coding and architectural style.

They provide a communal gathering place and focal point where members of the community can foster and promote shared interests or pursue common needs. They may often have a social and/or recreational component as well, in the form of parks and plazas, or reflect a shared or diverse culture, heritage, or history, in the form of a museum, or performing arts venue. They are critical to defining our sense of place and community identity, and help articulate what makes one community

unique and distinct from another. And lastly, there represent an integral part of our public realm, the shared physical place that pedestrians occupy within the community streetscape.

#### OBSERVATION

The existing Community Center does little to promote a unique or communal identity for the Town of Surfside. While somewhat distinct in form and centrally located, it is nonetheless functionally obsolete, in terms of the community's existing and anticipated needs, and does little to help reinforce or convey a sense of civic pride or relate well to the Town's other civic structures, including the Town Hall, across the street. The town, overall, lacks visual identity and a sense of place, and community facilities are not well located relative to underlying land value and/or their ability to be equitably utilized by the community as a whole.

#### DISCUSSION

These issues as well as specific data provided by the Community Center



THE EXISTING COMMUNITY CENTER AND TOWN HALL



Committee, concerning the spatial requirements for an ideal community center, were considered both discreetly and as part of the broader discussion regarding the community, overall. In general, the consensus was that the community center would remain in its current location and that its role as both a civic and recreational amenity would be retained.

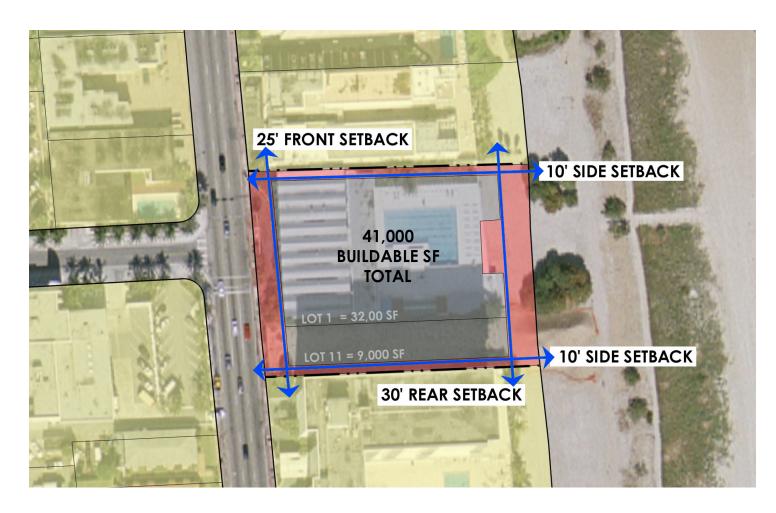
One of the main concerns for citizens is the difficulty in crossing Collins Avenue by foot, especially with small children. Another is how to incorporate within the design a large, multi-function swimming pool and outdoor activity area that would accommodate all age groups. This resulted in discussions about creating a flexible outdoor area that could be used for multiple functions. The program for the redesigned community center increases the square footage of the fitness center from its existing size to 10,000 sf. More meeting rooms and function spaces are also desired, raising the square footage to 10,000 sf. And of course, a community library remains one of the most important and critical components for inclusion in the redesigned Center.

Many residents also expressed that they wanted a band shell incorporated into any Community Center design. The conceptual design proposal indicated that a "reversible" stage could be located next to the beach dune in such a way that it could accommodate a large audience on the beach side and/or a smaller, more intimate audience on the other, community center side, looking out past the stage, toward the ocean beyond. A comprehensive set of massing and shading studies were undertaken during the charrette (see images), clearly illustrating the specific implications associated with the proposed functional requirements and their disposition on the site.

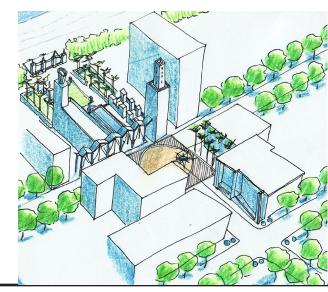
A further design proposal integrated both the Community Center and Town Hall into a single "Civic" Center, with special pavement treatments and other urban design strategies deployed such that the entire area would be perceived as single place. This has the added benefit of permitting the street in front of the Town Hall (93rd Street) to be closed to vehicular traffic for special events and to help signal to drivers transiting the area and passing in front of the Community center, that they were passing through a pedestrian zone, and to take extra precaution, as appropriate.

Beyond the primary focus on the new Civic Center, two other areas were identified as critical to reinforcing and conveying and unique sense of place. Community entrances were another civic amenity that generated considerable discussion, both for the town overall, as well as for the individual neighborhoods, the latter also part of the consideration given to traffic management.

In terms of community entrances, the south entrance, and the deflection of



COMMUNITY CENTER TOTAL BUILDABLE SQUARE **FOOTAGE AND SETBACKS** 



EARLY CONCEPTUAL SKETCH OF A NEW COMMUNITY CENTER

northbound Collins Avenue, was identified as a site that could accommodate both a relocated Public Works Department (the existing tennis center would be relocated, either to a new parking structure "roof top" location, near the new Civic Center) and/or a Museum of Surfside, housed in an iconic new structure, and providing an opportunity to both extol the history of Surfside, as well as create a new entrance statement commensurate with Surfside's new civic pride.

On the north and western sides of Surfside, two other new entrance feature opportunities were presented. The first at the intersection of 96th and Harding, taking the form of a traffic calming and civic art amenity (a landscaped roundabout) and new urban plaza; the other being at 96th Street where the bridge crosses over into Surfside from the town of Bay Harbor Islands, to the west. In the latter case, newly improved facilities at the 96th Community Park also serve as effective entrance marquees to the town from that direction.

As an additional nod to community and neighborhood identity enhancement through civic art, each neighborhood street will be identified through the use of architecturally prominent and distinct entrance features that, best case scenario, simply mimic and/or suggest gated entrances, or — depending upon the relative success of the comprehensive traffic management strategy — part of an incremental process of more overtly

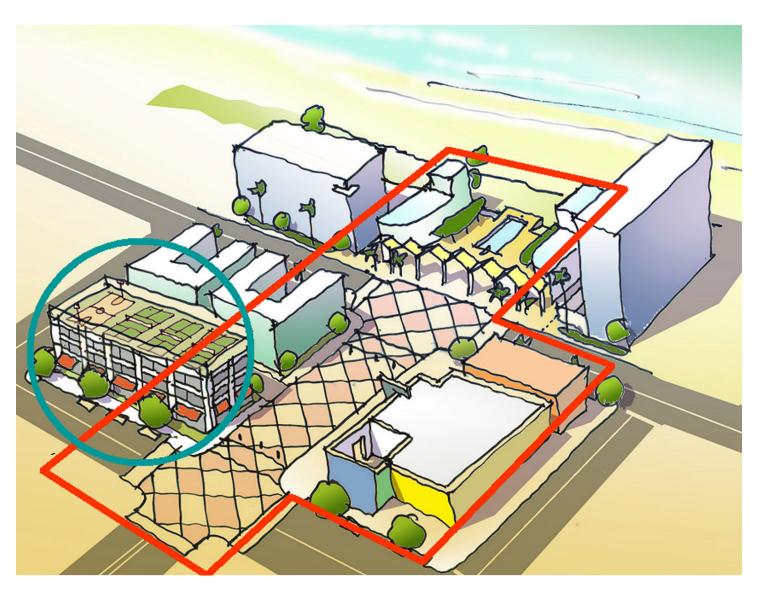
limiting cut-through traffic originating and terminating outside of the neighborhoods themselves.

#### SPECIFIC RECOMMENDATIONS

The most significant and profound proposal, in terms of creating a unified and effective sense of community and place, is to create a single comprehensive Civic Center, through the deliberate placement and design of various community and civic amenities, in a central location within the community fabric, along the 93rd Street axis, and spanning from the Beachfront all the way to the eastern edge of the residential communities west of Harding Avenue.

In addition to this single, community-wide amenity, community and neighborhood entrance features, some incorporating additional civic and/or cultural assets, are to be placed at prominent entrance locations at the principal portals into and out of the Town.

Along a similar vein, additional community and neighborhood identity can be strengthened and enhances at the eastern, or beach side terminus of primary eastwest streets, linking the neighborhoods to the greater amenity of the beach front and beach walk, linear park system.



It is recommended that the existing Community Center and Town Hall be urbanistically reconstituted as a single, comprehensive civic center.



1. EXISTING COMMUNITY CENTER The current center masks the greatest asset of the Town of Surfside, the ocean.



3. A NEW VISTA Redesign of the building would allow for the opportunity to create framed ocean views.



#### 2. EXISTING COMMUNITY CENTER WITH NEW PAVING CONDITIONS

A simple change of the street paving material in front of the center would help to create a more defined outdoor space an sense of community place.



#### 4. REASSIGNMENT OF FUNCTIONS

Community Center function and administrative space could be reconfigured in a number of ways that would allow for views through to the beach and provide the community with an open and inviting place to spend time.

#### Community and Civic Zone

One of the fundamental cornerstones in Surfside's community master plan is the creation of a comprehensive Community and Civic Center, which would anchor and define the physical heart of the community, as well as provide a complete array of community services and amenities in one convenient. central location. The rational basis for this proposed new Community and Civic Center is the proximate juxtaposition of the existing beachside community center, and the Town Hall, which is located directly across Collins Avenue from it.

By relocating the Town's Public Works department to a less valuable site elsewhere within the Town, and combining the resulting surplus land with several other available adjacent and nearby parcels, a substantial platform for re-imagining Surfside's Civic precinct is made possible. Many ideas were suggested and evaluated during the charrette, from live performance venues to rooftop tennis courts, and most have been recorded and cataloged in this document. However, several key ideas ran consistently throughout the discussion, with a few major differences remaining to be debated.

The primary consensus focused on the shared perception that the existing community center was the emotional and social heart of the community, and though functionally obsolete, should retain a recognizable element of its current form as both a symbolic as well as sentimental manifestation of how connected the community remains through it. To that end, its iconic crenulated roof form remains discernible and intact, regardless of the particular design concept considered. However, the question of whether or not to "wall" the beach off from the street and the rest of the Civic Precinct, and/or allow the Community Center to define a framed portal, reinforcing the notion of Surfside, as "beside the surf," remains for further deliberation.

### SURFSIDE, FLORIDA COMMUNITY CENTER: SCHEME A

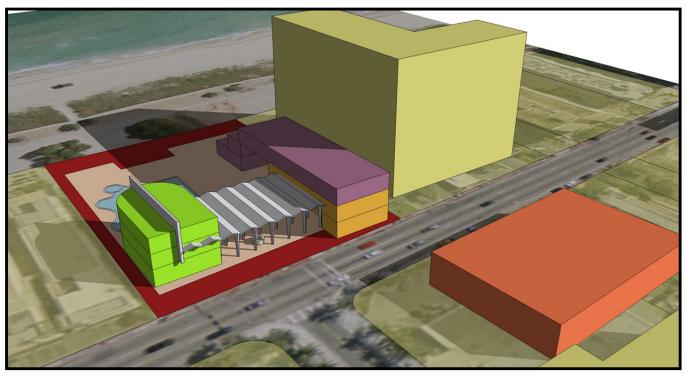
MEETING/ADMIN. (approx. 10,000sf)

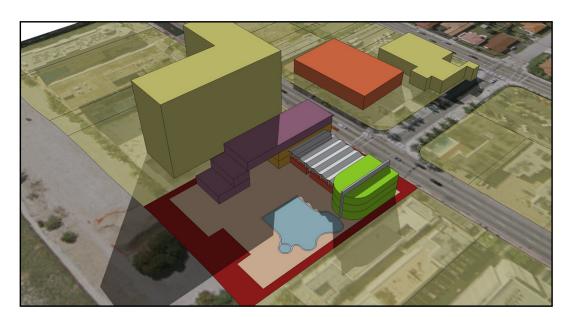
LIBRARY (approx. 10,000sf)

**FITNESS** (approx. 10,000sf)

GYMNASIUM (approx. 15,000sf)









#### COMMUNITY CENTER MASSING MODEL

The purpose of these modeling exercises is to show, in a very basic way, the massing of various community center schemes. The 3D models show potential building forms and the shadows they cast. The bottom-left image is taken at 9 AM, and the bottom-right image is taken at 3 PM.

In Scheme A the idea was to create an open loggia on the street, which would visually connect the "Civic Center" to the beach and the activity within the Community Center. This configuration creates a large open courtyard for activity.

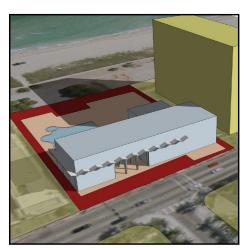
### SURFSIDE, FLORIDA COMMUNITY CENTER: SCHEME B

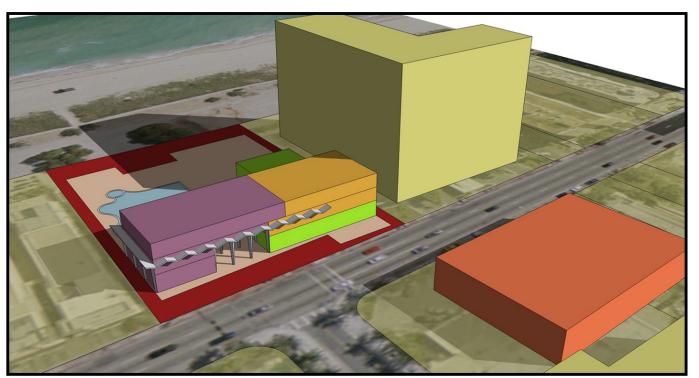


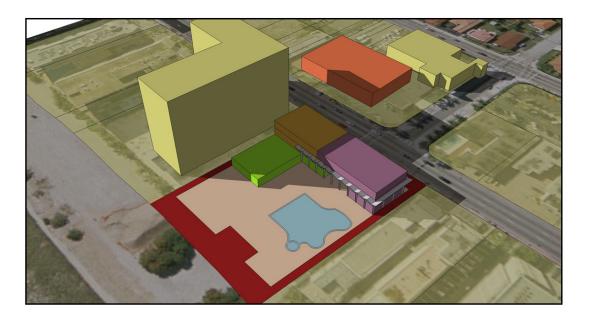
LIBRARY (approx. 10,000sf)

**FITNESS** (approx. 10,000sf)

GYMNASIUM (approx. 15,000sf)







#### COMMUNITY CENTER MASSING MODEL

Scheme B brings most of the building mass to the front of the street, while retaining a small loggia as a transition from the street to the interior of the site. Orienting the building parallel to the coastline allows sweeping views of the ocean from inside.

## SURFSIDE, FLORIDA **COMMUNITY CENTER:** SCHEME C

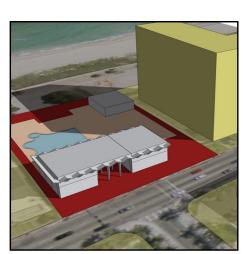
MEETING/ADMIN. (approx. 10,000sf)

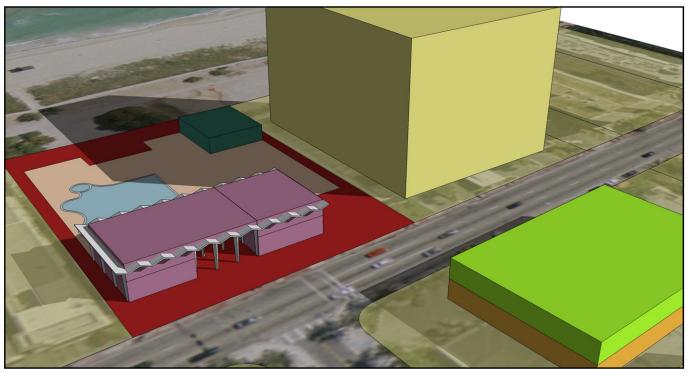
LIBRARY (approx. 10,000sf)

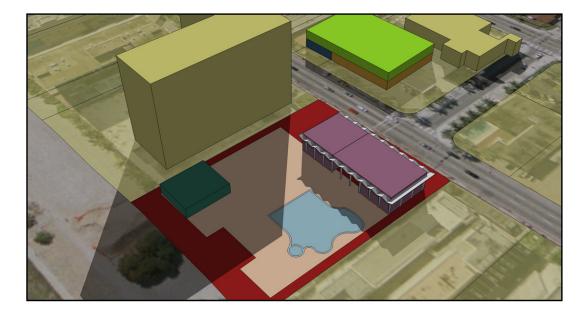
> FITNESS/GYM (approx. 15,000sf)

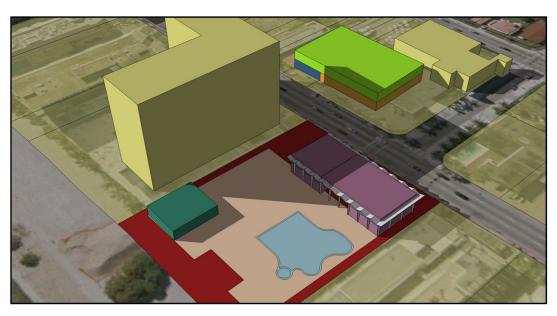
MUSEUM (approx. 5,000sf)

> GRILL (approx. 2,500sf)









#### COMMUNITY CENTER MASSING MODEL

Scheme C moves a considerable portion of the program across Collins Avenue to the lot behind Town Hall. This minimizes the impact on the Community Center site.

### SURFSIDE, FLORIDA COMMUNITY CENTER: SCHEME D

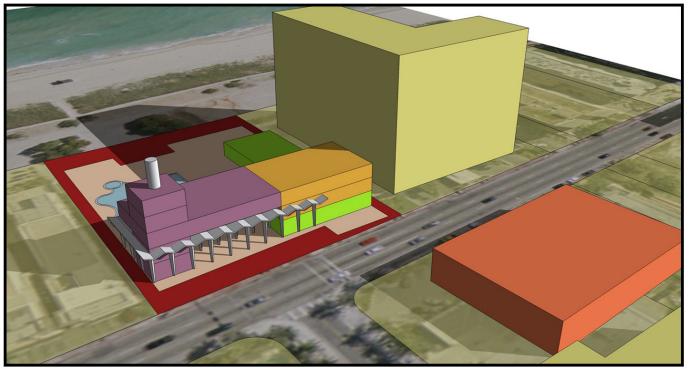
MEETING/ADMIN. (approx. 10,000sf)

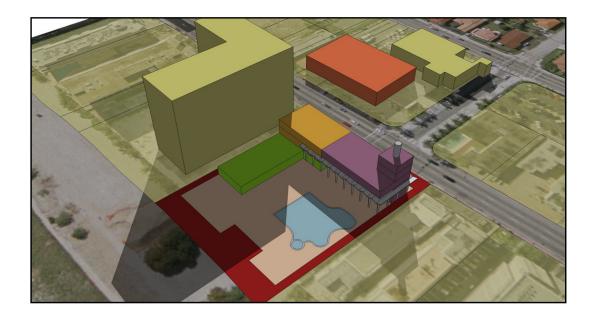
LIBRARY (approx. 10,000sf)

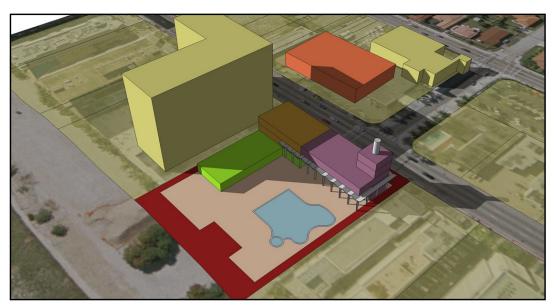
**FITNESS** (approx. 10,000sf)

GYMNASIUM (approx. 15,000sf)



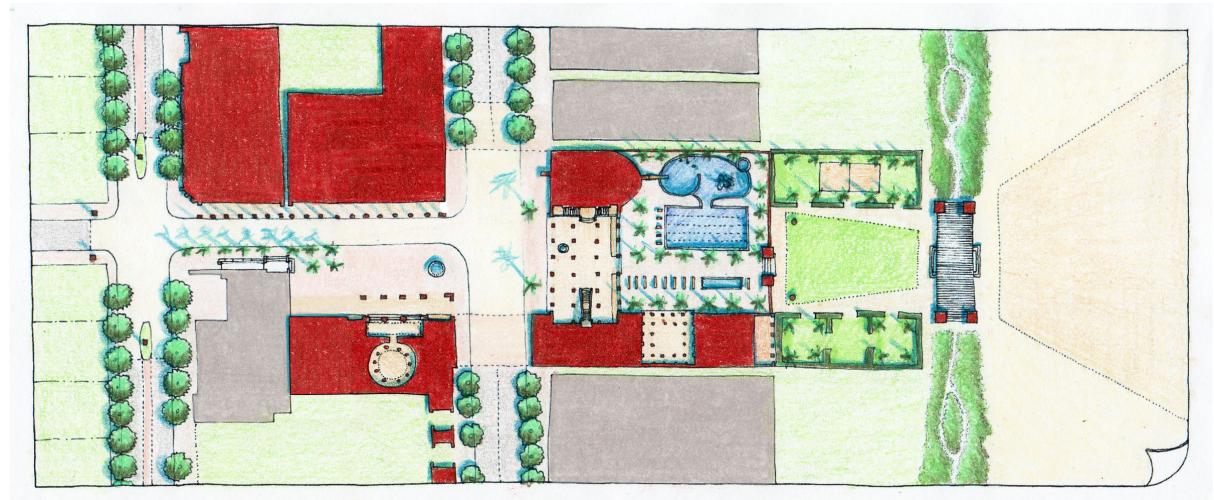




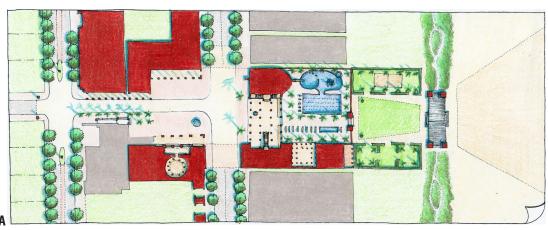


#### COMMUNITY CENTER MASSING MODEL

Scheme D is a combination of ideas from Scheme A and Scheme B, with a large open loggia on the first floor, but with the Meeting rooms parallel to the shoreline, allowing for panoramic views of the ocean.



AN EARLY ILLUSTRATIVE CIVIC CENTER CHARRETTE PROPOSAL



AN EARLIER DRAFT WITH A MORE FORMAL OPEN PLAZA

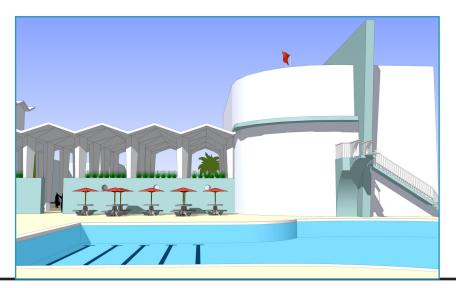




This scheme, designed by Jaime Correa, takes advantage of the seaside location by providing views through to the beach. The original awning was incorporated into the new design in an attempt to retain some of the character of the previous building. The orientation of the building and its massing were designed while taking into account the effects that cast shadows would cause throughout the course of the day. The Community Center itself creates minimal shadows in the prime outdoor spaces. Of greater concern, was the condo building directly to the south, which creates the most shadows. To make the most efficient use of the space, most of the Community Center functions were placed in a bar building abutting the condo to the south, within the shadow footprint of the building.









3-D MODEL RENDERING OF COMMUNITY CENTER SCHEME



INTRODUCTION
NEW PUBLIC PLAZAS
HORIZONTAL HOTEL
BUSINESS DISTRICT BEACH CONNECTION
PARKING

DOWNTOWN COMMERCIAL & TOURISM 02

# DOWNTOWN COMMERCIAL & TOURISM

#### **General Principles**

Healthy, sustainable communities always have a complete mix of uses, including residential and commercial, both office and retail, in addition to civic and cultural amenities. The value of these additional uses, beyond simply the residential neighborhoods most often associated with the "idea" of community, is substantial -- and range from the convenience of being able to access all of one's daily needs easily and close by, to providing the tax revenue necessary to underwrite and support schools and other community services.

In addition, main streets and downtown commercial districts provide a range of formal and informal gathering places for residents to meet and interact. They also provide a sense of vitality and interest that counterbalances the more private and quiet aspects of life within the residential neighborhood fabric. And lastly, these mixed-use places help provide a greater sense of identity and focus to a community, and a more complete definition of quality of life, including a more diverse range of housing options and affordability levels, enabling teachers, public employees, and the sons and daughters, as well as the elderly parents, of community residents to find comfortable and

affordable places to live, within a community that knows and values their presence.

As suburban shopping centers become more ubiquitous, and their impacts on traditional main streets become more apparent and sustained, traditional shopping districts need to recognize and leverage the unique attributes that helped make them appealing and successful in the first place. For communities like Surfside, which are both full-time, "real" places, as well as resort destinations and second home communities, finding the perfect balance between local and visitor needs, as well as its ideal position in the larger regional market context, is critically important to maximizing the Town's character and appeal, as well as its ability to help fulfill its financial mandate on behalf of the community.

#### Observation

Surfside has had a viable commercial district since its earliest days, and in fact, had been the traditional local shopping destination for the communities immediately nearby, in addition to being a more fashion-oriented shopping destination for seasonal visitors prior to the advent of the nearby Bal Harbour Shops. A combination of factors have





The new Publix could anchor a neighborhood retail cluster and provide a more coherent overall merchandising mix.



**CURRENT HARDING AVENUE CONDITIONS** 



RECOMMENDED INTERVENTIONS

A: 96th & Harding Avenue B: Mid-Block Plazas C: Business District Beach Connection D: Community Center

contributed to Surfside's market decline with respect to those two historical roles, including the growth in suburban retail and increased competition from other nearby community shopping districts, as well as the significant impact of making Harding part of the one-way regional arterial couplet, also known as north and southbound A1A.

Regardless of the cause, many Surfside shops are struggling and the overall merchandising mix is beginning to lose its focus and coherency as the combination of high real estate values and low sales figures has started to stratify the commercial offerings between a preponderance of banking institutions and financial services, and relatively low-value generic retail offerings. Dining continues to be a viable option with the inclusion of the seasonal market, but still problematic in terms of the full-time resident market. A bright spot is the new Publix, which has the potential to anchor a neighborhood shopping cluster and help bring additional shoppers to the area, in addition to helping define a more clearly articulated retail mix and merchandising strategy for the downtown as a whole.

A final observation is the lack of any kind of formally defined public realm of real quality or merit. While it is possible to have a public realm exclusively defined by streetscape, in the case of Surfside's main street -- Harding Avenue, that potential has been seriously compromised by Harding's dual role as pedestrian oriented shopping street, and high-capacity regional arterial thoroughfare. This reality has been further compounded by the lack of any discreetly defined public

spaces, such as plazas, courts, arcades, etc., which can provide a welcome respite from the unrelenting street corridor, as well as a distinctive merchandising environment that can be leveraged to attract and support high quality retail.

The viability of Surfside's tourism market, and its ability to continue to both attract and sustain that market, was specifically raised by the Town, both in terms of the tax revenue potential implicit in that economic sector, but also in terms of the added market demand it generates in terms of retail goods and services.

#### Discussion

Local business owners expressed frustration with the downtown business climate and many are struggling to stay in business. Inconsistent crosswalks, vehicle-biased traffic signal timings, and pedestrian-unfriendly streets, in general, make pedestrian movements difficult and unpleasant, for both residents and shoppers alike. Parking is also a significant issue, in both location and amount, and there is no coherent, comprehensive system in place for managing parking as a key asset for the downtown businesses.

In discussing specific issues and recommendations, debate focused on balancing growth against concern over possibly destroying the character and charm that attracted residents to the town in the first place. Residents don't want to lose Surfside's small-town attributes by overbuilding the downtown. Additional concern was also expressed, again, over the potential impact increased commercial vitality may have on adjoining residential streets and neighborhoods.

The dramatic loss of hotel rooms within the town was also brought up, particularly in light of the fact that there are so few redevelopment opportunities remaining along the beachfront, and that most of Surfside's existing hotel inventory was converted to condominiums during the most recent real estate cycle. This is a two-fold problem in that not only are the tax revenue implications significantly different for hotel properties verses residential

condominium properties, but the actual effective occupancy rates between the two residential types could be quite different in a seasonal second-home market context, like Surfside's, and that could make a difference in terms of related economic activity within the community (i.e., the market for goods and services).



## BEACH ACCESS

Though improved pedestrian beach access is generally recommended as part of the overall community master plan, it also recommend in the context of the downtown improvement strategy, specifically along the 95th Street corridor. This particular location is not only a critical conduit for the northern Surfside residential neighborhood's beach access, but it is one, if not the only, place in which an effective physical and perceptive connection between the Harding Avenue business district and the ocean front can be realized. Specific detailed plans depicting a multipurpose plaza suggest a versatile public venue that can be used to help stage events such as art shows, farmers markets, craft and seasonal fairs, etc., taking advantage of the juxtaposition of Surfside's enhanced downtown main street qualities and beachfront locale.



# Enhanced Public Realm

Create a series of public gathering places strategically placed throughout the downtown corridor, and an enhanced pedestrian realm along the commercial mixed-use portion of harding avenue.

These would include a dramatic new plaza at the north end of harding and 96th street, helping to anchor the north end of the commercial district, and provide a more tangible connection to the bal harbour shops. This would provide a more appealing entrance into the town from the north and west, and more effectively leverage the potential regional draw of bal harbour shops in terms of consumer perceptions and overall market positioning

In addition, to help compensate for the long length of the blocks and to facilitate improved pedestrian connections between the new and enhanced parking reservoirs (i.E., Structured decks) and the shopping environment we recommend creating new mid-block plazas, and pedestrian arcades. These plazas will allow pedestrians to move quickly and conveniently between the parking areas and the shopping street, and directly into vibrant new formal plazas and meeting places, around

which shops, restaurants and cafes can accrete. To take further advantage of these unique settings the roadway section would be designed and detailed with distinctive paving patterns, a center fountain, and landscape enhancements, to help slow traffic and provide improved mid-block pedestrian crossings at these locations.

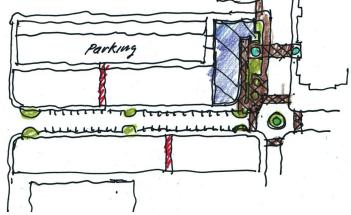
And finally, utilizing the additional right of way along 95th street to create an east-west oriented commercial street, modeled on commodore plaza in coconut grove with small boutiques, shops and cafes, terminating on the eastern end at a new beachside plaza with improved resident amenities and the ability to host special events, as needed, in addition to its more utilitarian daily functions.



96th & HARDING CURRENT CONDITIONS



SKETCH OF PROPOSED PLAZA AT 96TH & HARDING



# DIAGRAM TO BE CHANGED

Early conceptual sketches explore opportunities for introducing new public realm within the mixed-use Town Center district.



#### 96th and Harding Plaza

One of the biggest challenges facing downtown Surfside is the desire to carve viable public spaces, out of what is essentially -- fully built-out urban fabric. Though the techniques and strategies discussed for reestablishing a recognizable pedestrian realm along Surfside's shopping thoroughfares in the streetscape section of the document will help tremendously, the need to augment that with plazas, squares, and other more formally defined gathering places is critically important, both to Surfside's commercial and social vitality, but also to defining its legitimacy and its sense of place.

There are a number of proposed interventions



throughout Surfside's downtown, intended to create a walkable network of just such places, closely linked to both the adjoining residential neighborhoods, as well as by the enhanced pedestrian networks along Surfside's major commercial and civic boulevards. However, Surfside's historical weakest link, in terms of defining place, and in terms of effectively leveraging the value of its larger community context, remains the northern terminus of its downtown shopping street, Harding Avenue.

Part of the problem can be attributed to the unfortunate decision, made some time ago, to convert Harding to a one-way, three-Vane, southbound suburban arterial road, encouraging pedestrians and drivers alike to see the corner of 96th and Harding as simply a nominal threshold, to be traversed as quickly and as unconsciously as possible. Some to the overt gesture on the part of Saks Fifth Avenue, to deliberately turn its back to Surfside and to 96th Avenue. But a lot of it can simply be blamed on the fact that the buildings framing the northern entrance to Surfside, and to Surfside's commercial heart, a elegant as they may once have appeared have become uncomfortably squeezed between a rigidly defined perimeter block, and a overtaxed intersection that puts the pedestrian in a vehicular dominated context that is unappealing and repulsive.

The impetus behind creating a new, animated

3-D MODEL RENDERING AERIAL

public plaza on the southwestern corner of 96th and Harding are many. First and foremost is to create a generously proportioned, and well appointed, public room, that not only provides a welcome respite from the tightly constrained traffic parameters dictated by the need to accommodate a large volume of E-W traffic nearby (as well as the possibility of a new roundabout), but also a truly welcoming front door to the community, that speaks well to the nature of the people and business that reside here.

The other reason was to more effectively leverage the potential value of the wellknown regional shopping destination immediately north of Surfside, and directly across 96th Avenue from the proposed plaza, the Shops and Bal Harbour. Though Surfside does not aspire to be Bal Harbour, nor will every Bal Harbour shopper find the retail offerings in Surfside consistent with their shopping objectives at that time, but there is no question that a more overt effort to link the two shopping destinations will ultimately drive more customers to Surfside, and help Harding Avenue merchants provide the residents of Surfside with the highest quality of local goods and services possible, while still allowing Surfside to be uniquely itself, with no apology necessary.

Lastly, one of the means by which this proposed plaza would be achieved, has an additional benefit to the Town. As part of the larger effort to help revitalize and sustain downtown shopping and living

Surfside, a structured parking decl been proposed for the western side the block between Harding and Abbott, nd between 96th and 95th. By "shifting" he private development envelop that is currently occupying the northernmost end of that block, east of the alley (where the bank building currently resides) westward, across the alley, with additional incentive zoning, it will be possible to provide a "liner building" of significant quality to line the northern façade (the one facing 96th avenue) of that same parking deck.

Properly structured, it should be possible to get a great new public plaza and a new front door for Surfside, a reconstructed and substantially rehabilitated new historical façade, and a well designed new liner building all for the price of a simple land swap. The private building owner gets a new façade, enhanced access to more parking, and the ability to accommodate contemporary customer service needs in a brand new facility abutting the new deck, not to mention new ground floor leasing opportunities for new retail and dining venues, attracted by the new plaza and the high traffic volumes (now thankfully, pleasantly) passing by. A complete "win-win," for the town, for the community, and for the private landowner whose participation is critical to making it all happen.



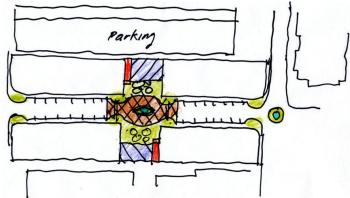


**3-D MODEL RENDERING** PERSPECTIVE





### PERSPECTIVE OF PROPOSED MID-BLOCK PLAZA



EARLY CONCEPTUAL SKETCH OF MID-BLOCK PLAZA

#### MID-BLOCK PLAZAS

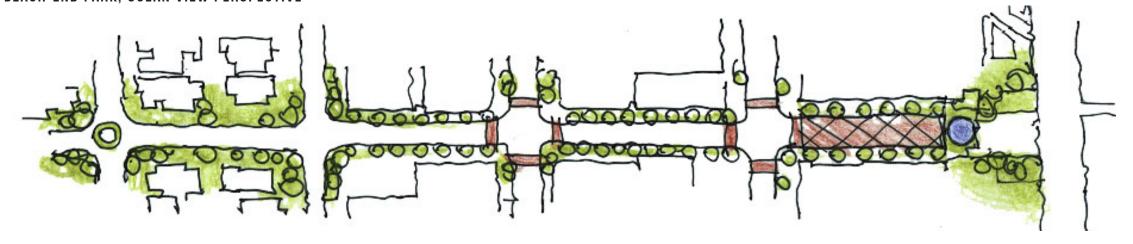
As part of the strategy for creating a network of pedestrian plazas and gathering places throughout the downtown, mid-block plazas play an important role in facilitating direct pedestrian movement between the retail merchandising street frontages, where the shopping and dining activity is focused, and the parking areas from which a large percentage of the customers heading to those activities, pedestrian passages connecting the stair and elevator cores of the parking decks, directly will be coming from. The idea is to create mid-block plazas around open, attractive with the street, and clustering high-value retail and dining uses around these openings.

This approach will create highly animated gathering places at regular mid-block intervals, as well as taking maximum advantage of the focused traffic generated by the attractive and convenient connection to the parking areas.

In addition, it is proposed that these midblock plazas be coordinated with other streetscape and traffic calming measures to help reinforce the pedestrian crossing points, with special paving and landscape features, helping to make drivers even more aware of pedestrians, and helping to further moderate vehicular speed along Harding Avenue.



BEACH-END PARK, OCEAN VIEW PERSPECTIVE





#### **EAST-WEST CONNECTION & BEACH-END** PLAZA

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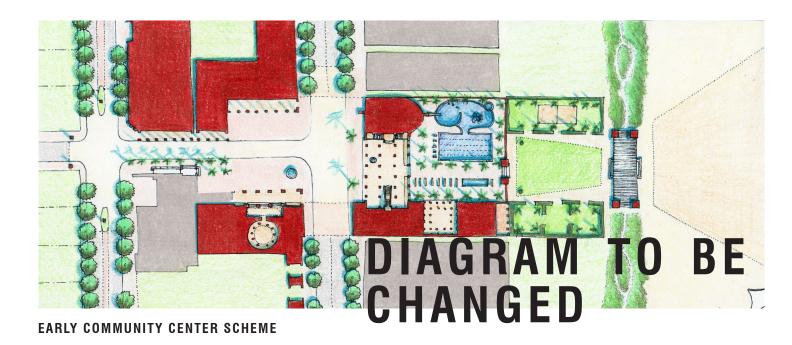
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BEACH-END PARK, COMMUNITY VIEW PERSPECTIVE



3-D MODEL RENDERING OF COMMUNITY CENTER SCHEME



**COMMUNITY ZONE DIAGRAM** 



#### COMMUNITY AND CIVIC ZONE

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# Reconfigured Traffic Patterns & Street Sections

Other than carving new public realm out of the existing downtown fabric, the next single most critical recommendation (if not THE most critical) is the need to reestablish twolane, two way traffic flows on Harding, along with the enhanced parking and streetscape improvements that would allow. The benefits of this would be many fold, including slowing and reducing traffic throughout the pedestrianoriented shopping precinct, greatly improving both the safety and the quality of the physical environment, for strolling, shopping and outside dining.

Also, this would make driving to and from Harding from the adjoining neighborhoods and communities a much simpler and more enjoyable task, helping to reestablish Surfside's Harding Avenue as the local shopping destination of choice for nearby residents. It would also greatly facilitate turning movements and access to and from the nearby parking lots and proposed new parking decks, minimizing the need for, or likelihood that, Harding Avenue shoppingrelated traffic will encroach into adjoining residential neighborhoods. And lastly, eliminating the one-way couplet of Harding and Collins (Collins would also revert back to

a four lane, two-way section), would eliminate the local east-west street network from the larger regional traffic flow system currently associated with the existing couplet, greatly improving east-west pedestrian movements and intersection safety.

Local and regional traffic movements will be significantly rationalized, improving traffic for both. Through traffic on longer trips, transiting Surfside north-south, will bypass Surfside's mixed-use downtown main street, as well as the far more substantial residential portion to the south of downtown, improving both property values and quality of life for those residents. Local trips can be conducted exclusively on Harding, without putting additional traffic and turn movements on Collins, as is currently the case, complicating both pedestrian and vehicular movements.

And Collins can be optimized for moving traffic safely and efficiently, through wellcoordinated signal timing, safe and effective pedestrian crosswalks, the removal of onstreet parking and rationalized and effective access management. Both thoroughfares and the adjoining land uses should benefit immensely.



RENDERING OF HARDING AVENUE





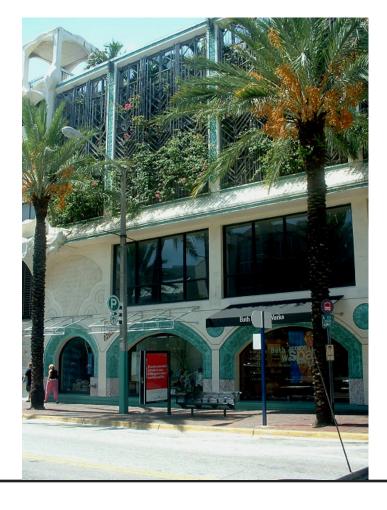
HARDING AVENUE COMMERCIAL DISTRICT PHOTO MONTAGE

# Integrated Comprehensive Parking Management System

Along with the restoration of the traditional thoroughfare sections and traffic movements along Harding and Collins Avenues, the next most effective tool for improving customer service and market appeal would be an integrated, comprehensive parking management system, which will include the addition of new downtown parking lots and decks, fully integrated into the neighborhood fabric, architecturally and urbanistically, and strategically located throughout the downtown to minimize excessive and unnecessary traffic movements, and to maximize convenience and efficiency for local residents and for retail customers from outside of the immediate community, patronizing the downtown shops and restaurants.

This system will likely utilize a number of innovative features, including demand pricing, time of day/day of week pricing incentives, shared parking strategies, and valet and validation policies to maximize customer satisfaction and the efficient utilization of the infrastructure asset. Parking will also be instrumental in marketing the downtown to additional uses and investment, including upper story residential and office uses, and including the possibility of the development

of a "horizontal hotel" concept, whereby new upper-story downtown residential development is effectively leveraged to help promote and sustain tourist-related visitation and other economic activities (see below).





LEFT AND ABOVE: URBAN PARKING STRUCTURE LINED WITH STOREFRONTS. BOTTOM: TOWNHOUSES WRAPPING A PARKING STRUCTURE



# Downtown Residential/ Courtyard Hotels

Describing this concept in more specific terms, this recommendation is intended to recapture market share and tax revenue lost through condominium conversions of previously existing hotel properties along the Beachfront. This is accomplished by specifically designing new upper-story residential development to be marketed and utilized as hotel/condominiums, whereby part-time residential purchasers would contract with a city-wide comprehensive rental and management entity, to market and operate their unit as a de facto hotel room, when not personally occupied by the resident owner.

This would help to substantially replace the lost bed-tax revenue from the hotel towers on the beach, and add both life and vitality to the downtown, as well as help create a "captured" market for local shops and restaurants -- while at the same time helping to ensure that the needs of these visitors will be effectively managed such that the impact on local residents will be nominal. And finally, the Form-Based code will dictate that these upper-story uses be stepped back from the ground floor, to maintain the existing scale and character of Harding Avenue as it exists today.

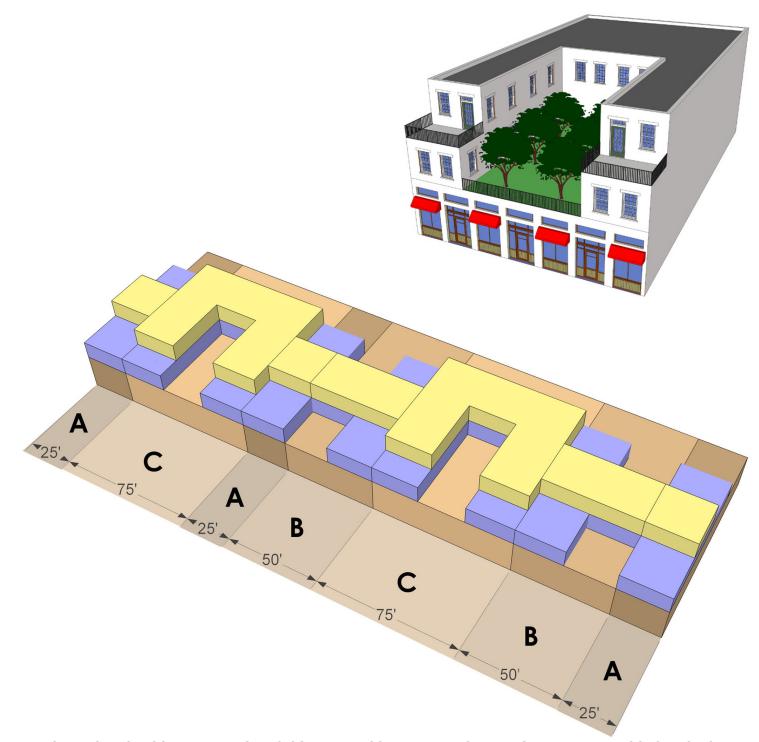


DIAGRAM OF HOW COURTYARD HOTELS COULD BE ASSEMBLED BY STEPPING THE UPPER FLOORS BACK ON THE VARIOUS LOT SIZES.

# Expanded Retail Core And Clarified Merchandising Zones

As part of the overall reconstitution of Harding Avenue and the downtown commercial core, it is recommended that the retail core be expanded south to coincide with the new Publix market and related neighborhood retail goods and services, and to help rationalize uses and building types that are no longer relevant and/or appropriate in these areas. This will also allow the Town to make better use of infill opportunities to add additional parking capacity in this area, helping to sustain both any new commercial development in this area. but more importantly, to help support the enhanced community functions related to the new Civic Center.

All of this, combined with the improved traffic circulation and parking distribution, along with the public realm enhancements both along Harding and incidental to it -- in the form of the new plazas and east-west commercial streets -- will allow for a full and comprehensive restructuring of Surfside's commercial offerings. This will include more distinctive merchandise clustering and co-tenancies associated with the groceryanchored neighborhood retail and services cluster on the south end, a reinvigorated boutique/fashion cluster on the north end, a dining and entertainment "street" experience

toward the east end of 95th, and thematic shopping and dining venues clustered around the new pocket parks and plazas, integrated throughout. Taken collectively, this comprehensive approach will yield compounded benefits to both the business community, and the Town as a whole, far in excess of the initial investment.



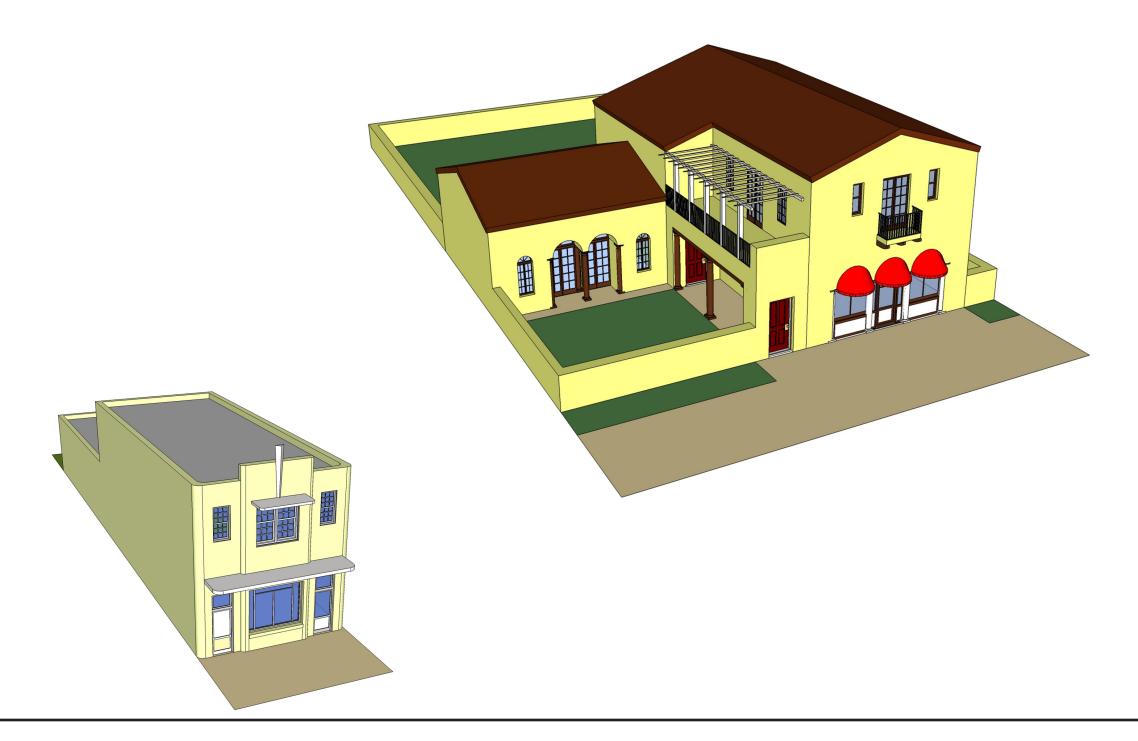
#### DOWNTOWN BUSINESS AND TOURISM DISTRICT

Improvements and clarifications in the downtown core will permit a more clearly articulated set of distinct merchandising and activity zones within the town center resulting in greater market capture and revenue potential.

# Live/Work Units

As part of the new extended mixed-use commercial district along Harding Avenue, it is recommend that Live/work types be introduced as an appropriate and contextsensitive means of transitioning between the more overtly commercial mixed-use buildings further north, and the purely residential buildings further south, along Harding. This type will also allow local residents and small-scale investors to both live and work in Surfside, and/or to locate their business here, and/or to own a small residential income property that they can personally manage themselves, in addition to their business.

Live/work units would be allowed along Abbott Avenue between 96th and 94th Streets, and along Harding between 94th and 93rd Streets.





INTRODUCTION
BEACH-FRONT
NEIGHBORHOOD CENTER
NEIGHBORHOOD GENERAL
NEIGHBORHOOD EDGE
CODE

ARCHITECTURE & FORM-BASED CODES 02

#### **General Principles**

Traditional (pre-war) community developments patterns comprised a combination of urban design formats and architectural types which, applied together, consistently resulted in a harmoniously pleasing and functional built environment and public realm. The fundamental building block of these traditional communities was the neighborhood, and these were defined by a specific dimensional parameter: a quartermile, or five-minute walk.

Within this envelop (a square, approximate ½ mile on edge) neighborhoods were further defined and articulated by a diffuse network of contextually designed local streets, optimized to provide convenient, safe, and appealing walkability, and a range of mobility options within the neighborhood, and an even greater range of flexibility and mobility options on the larger-scale thoroughfares (avenues and boulevards) passing between neighborhoods and linking communities together over longer distances, within their greater regional context.

Typically, this underlying urban structure described above provided the foundational matrix upon which the building types were then

applied, giving a recognizable physical form to the community. In general, the buildings were arranged in a rational and efficient fashion, with the largest and most diverse building types (typically multifamily and mixed-use) located in the neighborhood center, and with the least dense buildings (typically single-family detached) relegated to the edge. The net effect was to allocate uses and building types throughout the community such that all stages of life were accommodated, within a full spectrum of affordability levels, and all of one's daily needs were immediately available within a short distance of either home or work.

While there are often regional variations to this model, particularly in the architectural forms and styles -- often predicated upon climatic considerations -- certain basic community features and characteristics remain common to most places. Form-based codes allow for this tradition of regional community patterns and building typologies to be formally structured within a specifically designated framework, or regulating plan, based upon local preferences and precedent. The illustrative form-based code that follows is a graphic representation of such a code, and it depicts the various



LEFT AND BELOW:
TYPICAL SURFSIDE HOUSES



allowable building types and their respective placement on the lot, within an overall urban regulating plan, as described above.

Architectural styles, though typically a discreet component in form-based codes, are also addressed in this document, insomuch as they pertain to building form and massing, in addition to informing specific building details and materials, particularly with regard to climatically-driven forms.

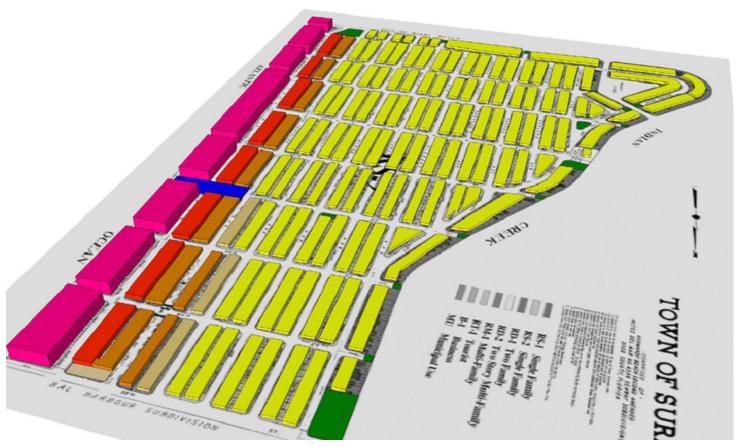
#### Observation

Surfside's neighborhood and community structure is consistent with Beach communities of its era, in that its neighborhood structure takes the form of an extruded gradient, with its densest "core," urbanistically speaking, occurring more-or-less close to, or adjacent to, its beach frontage, and with a rapid digression in scale and intensity as the town moves westward, away from the beach and toward the residential neighborhoods. The residential neighborhoods themselves, exhibit a more-orless consistently uniform density and building type, throughout. Principal thoroughfares are Harding Avenue, which passes through and serves the mixed-use commercial center of Surfside, and Collins Avenue, which provides access and frontage to the large condominium towers lining the beach on the east side of town. At present, Collins and Harding form a one-way couplet, creating the regional arterial highway, A1A, which transits the community in a north-south alignment, along the eastern edge of the community.

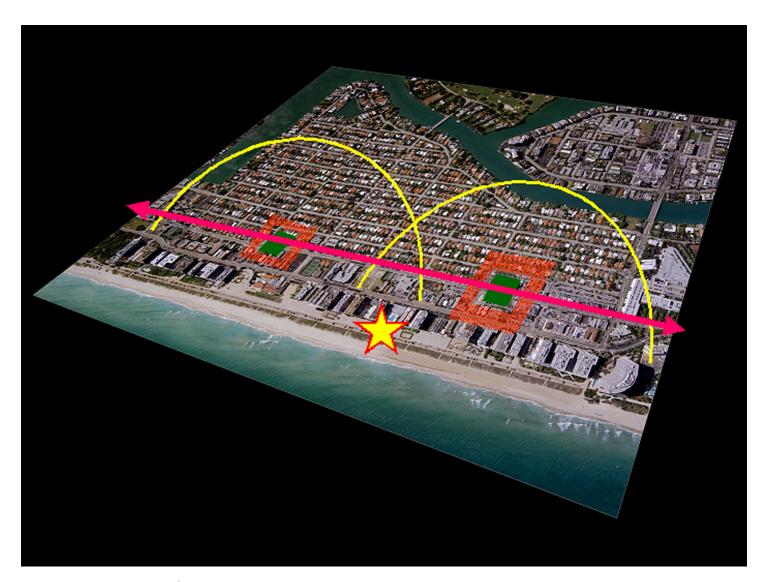
In terms of architectural types and styles, Surfside has an eclectic representation of architectural styles, and a fairly limited palette of both house and building types. In general, though, the effect is relatively harmonious and pleasing. Consistent with the timeframe in which most of Surfside was built out, the most dominant styles are Mi-Mo (Miami Modern), Art Deco, Mediterranean, and Miami Ranch. The predominant residential building form is a small U-shaped single-family detached, and in recent years, several new and remodeled houses have been built significantly out of scale with the existing neighborhood context.

The commercial corridor is also composed primarily of period pieces, though simply and attractively rendered, for the most part, with the most recent additions to the town taking place along the beachfront in the form of the large condominium buildings, which range from modestly uninspired to somewhat aspiring -- if already somewhat dated -- trendy. Most of the entire beachfront is already built out, with a few redevelopment opportunities remaining, and of course, the existing community center, another iconic period piece, which is slated to be rebuilt.

As for the remainder of the regulating plan and building types, which includes civic buildings, parks, squares and open space, the town has little in the way of formal open space and/or appropriate settings for civic and cultural amenities, and the primary open space asset is, of course, the beach itself, which though obviously well regarded, is still problematic in its utilization due to its lack of urban integration into the larger community of Surfside.



Form-based code 3-D massing diagram provides illustrative predictability for building heights and form in specific locations within the master plan.



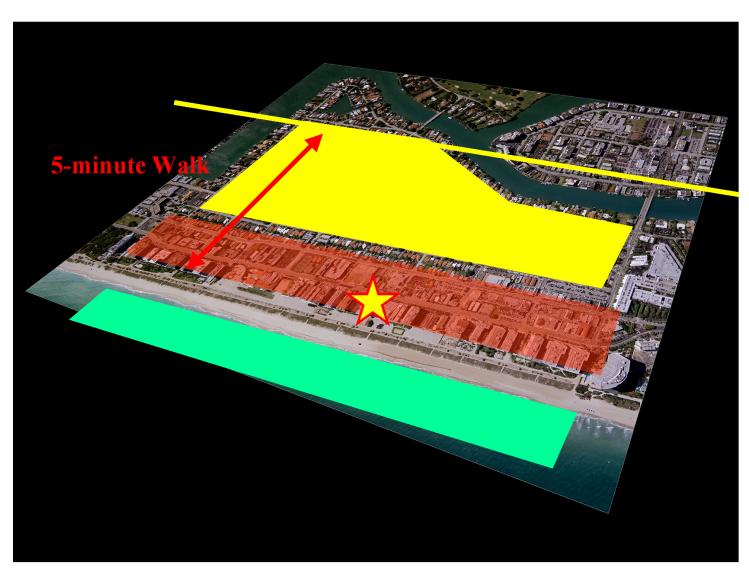
#### FIVE MINUTE WALK DIAGRAM

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#### FIVE MINUTE WALK DIAGRAM

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#### FIVE MINUTE WALK DIAGRAM

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#### Discussion

Residents want to keep the existing character of Surfside, while making specific improvements to the master plan, and have expressed concern over new houses being built out of scale and character with the neighborhoods, and inappropriate to the size of the lots on which they are situated. Also, there is concern that the condominium "towers" will eventually migrate west and encroach upon the small scale commercial district and residential neighborhoods, changing the character and scale of the town as a whole, and exacerbating existing issues and concerns within the community. In short - the Town wants to create a Form-Based code which will bring predictability and control to its future.

#### Specific Recommendations

We recommend replacing or supplanting the existing zoning ordinance with a form-based code, as illustrated. Specifically, this code, working through the Regulating Plan and the Building Types matrix, will dictate maximum building heights and densities, relative to their placement in the Master Plan, as well as locations for civic buildings and community amenities, including both formal and informal open space, and other considerations critical to the delivery of a high quality built environment. To the extent specific uses will be considered, those will be coded primarily through building type and location.

Specific Area recommendations are as follows:

#### Beachfront

The existing 120' Height limitations will remain. Consideration will be given to limited commercial activity primarily associated with the primary on-site use.

Mixed-Use Commercial District and Tourism Zone

Allow up to a maximum of three stories, including the provision of non-retail uses on the upper floors (i.e., residential, hospitality, commercial office), to help offset the economic pressure associated with the value of the underlying real estate. The purpose being to help promote and sustain the viability of nonchain, local and independent retail, to enhance the market for retail and consumer purchases, to augment and improve the provision of hotel

and hospitality-related services, resulting in an increase in the Town's tax base, and to provide a more viable level of evening activities and a more attractive and diverse downtown shopping district.

To the extent that property owners avail themselves of this redevelopment incentive. the Form-Based code will require upperstory setbacks to help maintain the existing character of Harding Avenue, and to minimize impacts on adjoining neighborhood fabric, and any hotel related activities will only be allowed as part of a comprehensively managed "horizontal" hotel framework, to help ensure effective marketing and management of the system as a whole, and again, to minimize potential impacts on existing citizens and residents.

#### Residential Neighborhoods

Apply Form-Based codes such that key building massing and form to specific lot sizes, and location within the neighborhood structure, and provide architectural style codes and regulations appropriate with said massing and form, as defined above, to help ensure a complementary and harmoniously diverse neighborhood character, consistent with local precedent and community preferences.

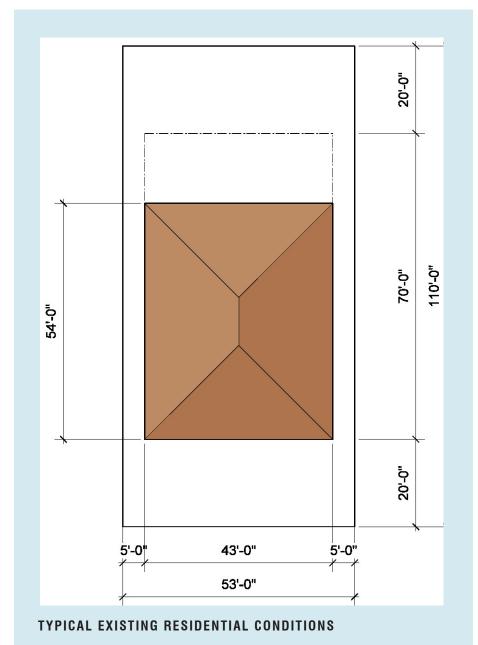




# Urban Regulating Plan

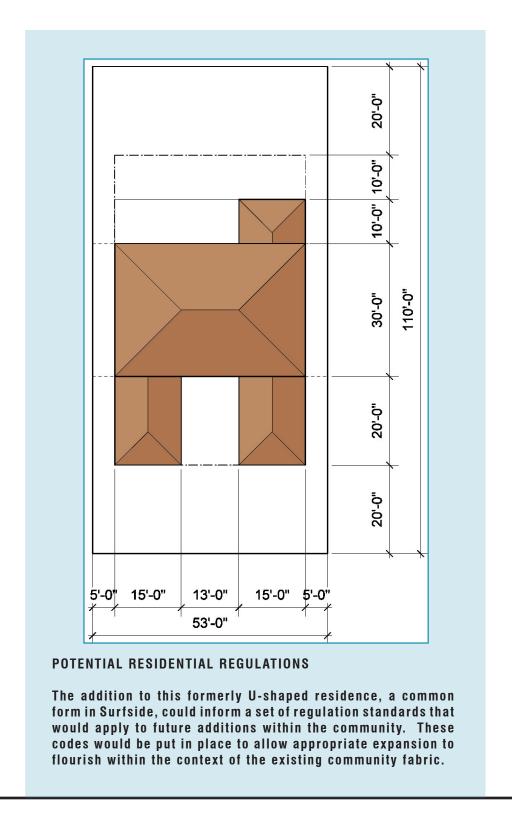


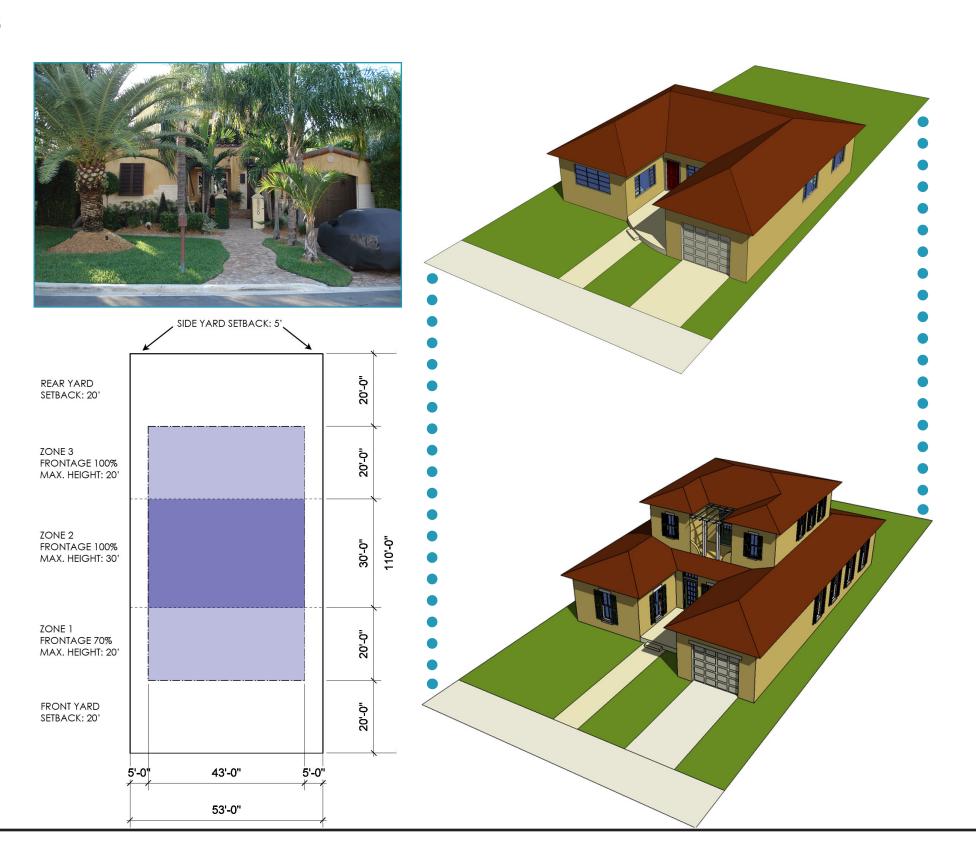
TYPOLOGY DEFINITION	NEIGHBORHOOD ZONE			
	BEACH-FRONT	NEIGHBORHOOD CENTER	NEIGHBORHOOD GENERAL	NEIGHBORHOOD EDGE
A multi-family type with stacked flats or hotel rooms in the form of pulsariae building block and accessible by a common lobby, elevator and interior corridor. This type of building typically offers its short side to the street or is configured in an "L" shape. Parking is either interior or underground. This type is on lots of 100-205 feet.	R			
A multi-family type with stacked flats combined in the form of a large building block, and generally accessible by a common lobby, elevator and interior corridor. The ground floor on the street is designed as a storefront. Parking is mid-block and accessible off an alley. There is no front or side setback.				
A single-family attached housing type combining a dwelling with a ground floor storefront space available for flex use as a dwelling, an office, or a retail store. Two types are offered; one with direct access to all units from the street, the other with direct access from the street and a patio partially open to the street. Both types are parked in a garage off an alley, and are built to the lot line.				
The smallest possible detached single-family house type with public prooms facing the street on a 40-55 foot lot. This kind of house is typically configured in a "U" shape and offers its short side to the street.				
A medium detached single-family house type on a 55-75 foot lot with public rooms facing the street, and often a front porch. This kind of house offers its short side to the street.				
A large detached singe-family house type on a 75-150 foot lot with public rooms facing the street, and often a front porch.				Para Para Para Para Para Para Para Para

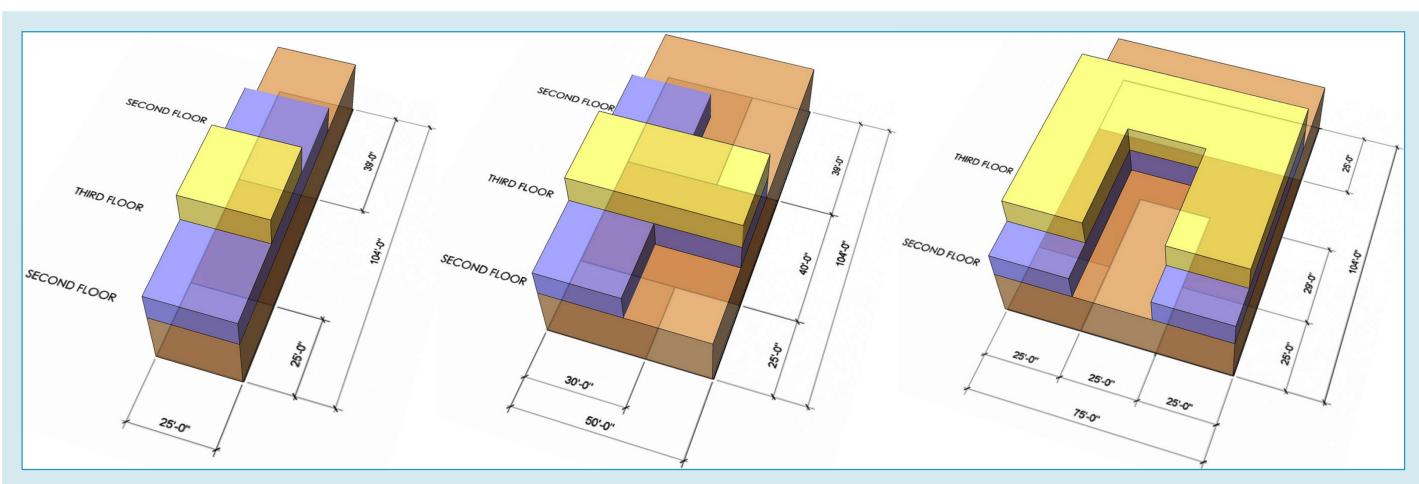


Under existing regulations houses are permitted to fill nearly the entire lot with a large two-story volume, often resulting in houses that are dramatically out of scale with the neighborhood.









#### COMMERCIAL ZONE MODULATION

Proposed massing of downtown courtyard condo/hotel buildings with a maximum height of three stories on 25, 50, and 75 foot lots. Courtyards can be created by alternating setbacks on the various lots. Upper story setbacks are required to ensure that buildings are respective of the existing character of Harding Avenue.

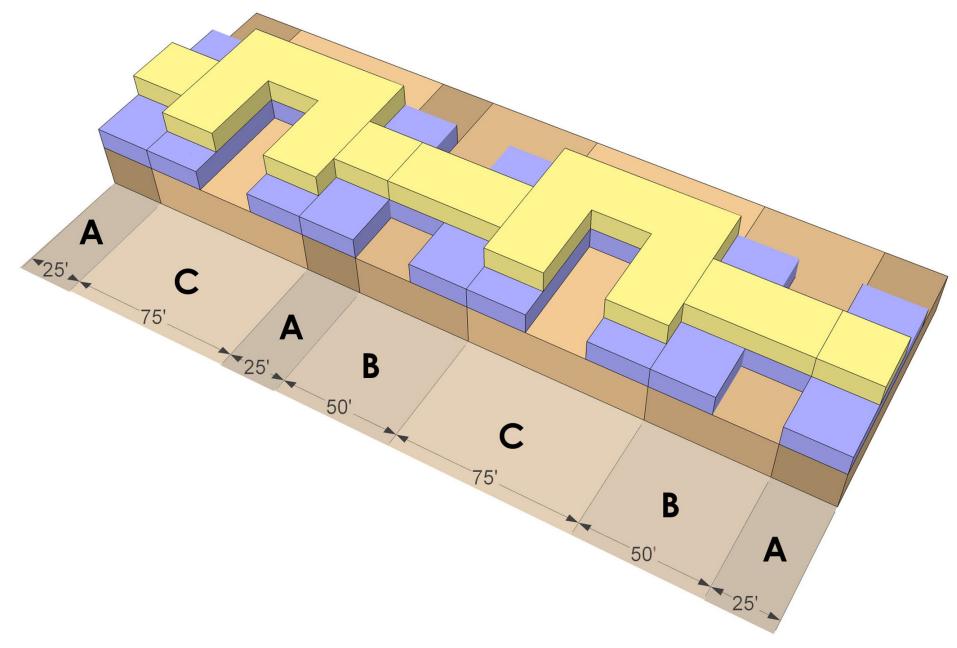


#### THE COURTYARD BUILDING TYPE

The above model shows in greater detail how the interaction among spaces occurs to create a desirable setting for businesses and residents. The form could be divided to function as live/work units, apartment units with ground-floor retail, or a horizontal hotel.



VIEW DOWN 3-D MODEL RENDERING OF COLLINS AVE.



#### VARYING BUILDING WIDTHS IN A BLOCK

A Form-based code should be designed to encourage the retention of neighborhood character in rhythm and form.

# MISCELLANEOUS

#### GENERAL PRINCIPLES

This category is for any and all elements that fall outside of the normal purview of traditional town planning best practices, but that still, nonetheless have relevancy to the overall Citizen's Master Plan for Surfside.

#### OBSERVATION

There was concern voiced over the both the distance and the nature of the path currently required by Surfside's school age children, to reach their elementary school in nearby Bay Harbor Island, which included crossing a busy vehicular bridge.

#### DISCUSSION

It was observed that even though the existing options for accessing the primary school was via a circuitous route involving potential dangerous roads, by elementary school-age standards, the school itself was relative close by, as the crow flies, but separated by a navigable canal. The possibility of creating a bridge link was discussed and thought to be a very

attractive means of circumventing the difficulties inherent in the existing route, and allowing the children to reach their school by walking exclusively on local, neighborhood streets.

However, challenges were raised immediately by local boat owners, who expressed concern that such a bridge would cut off their access to deep water, and severely impact their property values.

#### SPECIFIC RECOMMENDATIONS

A simple solution is recommended by the consultant team, which is to place the bridge access points along existing right-of-ways, thereby eliminating any concerns and/or challenges based upon property acquisition issues, and then construct the bridge in a non-conventional fashion, using floating dock technology, which is an inexpensive and proven technology (widely used on the west coast of the US).

The advantage of this system is that the operable "span" of the bridge is, in effect, essentially a raft, which can easily and quickly be maneuvered, by hand (facilitated

by a simple cranking mechanism), from open to closed positions, and back again, by either a supervising adult. The operational proposal recommended is the dock/bridge remain in the "open" position at all times, except during the two short time periods during the day when it is necessary to allow the school children to shortcut their existing walk to school.

The rest of the time it would present no hazard to navigation, representing no more than a typical dock, and needing only minimal boat handling skills to avoid, and could be kept locked in the open position until such time as an authorized adult, the equivalent to a crossing guard, is on hand to close and secure the "bridge" for the short period of time necessary to effect the transfer of students from Surfside to Bay Harbor Island, and back again.

If it is necessary for a child to make that trip at any other time that the start or end of the school day, the will simply revert back to the existing route, and each parent can attend to the issues associated with that path, as they are currently doing at present.

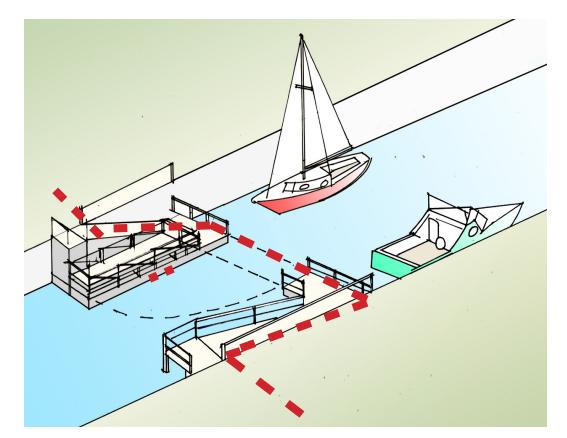
The home on the southwest corner of 96th and Byron could possibly be purchased and converted to a firestation, as it is centrally located, and would be located adjacent to the commercial district, on the outside of the proposed entrance.

All new commercial buildings should be LEED certified.

The new Public Works building should include solar panels to power an allelectric fleet of vehicles for the Town.

There should be no permit fees for adding solar or wind power, and other environmentally conscious actions.

Even though not owned or controlled by the Town of Surfside, we recommend that Bay Harbor modify the bridge on 96th Street that connects the two towns to include larger sidewalks, benches, and render it more architecturally pleasing.



A movable floating dock can provide convenient access for school children between Surfside and Bay Harbor Island during the morning and afternoon trips to and from school. At all other times, the bridge remains open to maritime navigation.

## IMPLEMENTATION STRATEGY/NEXT STEPS

GENERAL PRINCIPLES

OBSERVATION

DISCUSSION

SPECIFIC RECOMMENDATIONS

APPENDIX 03

## PLAN SERIES

## HAND-RENDERED PERSPECTIVES

## 3-D MODEL IMAGES

## PHOTO MONTAGE IMAGES