

27. DISCUSS THE BEAUTIFICATION OF SIDEWALKS ON COLLINS AVENUE WITH MOSAIC DESIGNS, LANDSCAPING AND DECORATIVE UPLIGHTING.  
Applicable Area:

# MIAMI BEACH

## COMMITTEE MEMORANDUM

TO: Public Safety and Neighborhood Quality of Life Committee Members

FROM: Eric Carpenter, City Manager

DATE: May 14, 2025

TITLE: DISCUSS THE BEAUTIFICATION OF SIDEWALKS ON COLLINS AVENUE WITH MOSAIC DESIGNS, LANDSCAPING AND DECORATIVE UPLIGHTING.

### **RECOMMENDATION**

The Administration recommends working with the Florida Department of Transportation (FDOT) to beautify Collins Avenue on future projects. The Administration does not recommend uplights or upgrading sidewalks (stamped concrete) at this time, which is estimated at \$3,139,474, and currently unfunded.

### **BACKGROUND/HISTORY**

On February 3, 2025, at the request of Commissioner Kristen Rosen Gonzalez, the Mayor and City Commission (City Commission) approved item C4O (Attachment A), a referral to the Public Safety and Quality of Life Committee (PSNQLC) to discuss the segmented beautification of sidewalks on Collins Avenue between 5th Street and 15th Street, with mosaic designs (similar to the renowned calçada (sidewalk) along the beach in Rio de Janeiro, designed by Roberto Burle Marx), as well as landscaping and decorative uplighting. The goal is to create a cohesive and inviting environment that draws residents, visitors, and tourists to Collins Avenue, enriching their experience in this iconic part of Miami Beach.

### **ANALYSIS**

There have been similar discussions heard at the Finance and Economic Resiliency Committee (FERC) meetings during the past few months, regarding the beautification of Washington Avenue and Ocean Drive, utilizing General Obligation (G.O.) Bond funds (used to fund capital improvements including landscaping, lighting, and sidewalks). Collins Avenue, however, is not a recipient of these funds, since Collins Avenue falls under FDOT jurisdiction. Any improvement requests on Collins Avenue would require FDOT approval, a budgetary process and City Commission approval. A recent meeting with the Secretary of FDOT and Commissioner Kristen Rosen Gonzalez took place to discuss these enhancements. FDOT would be amenable to the enhancements with the City paying for such items.

### **UPLIGHTS:**

It is important to note that any uplight installation along Collins Avenue will require:

- FDOT approval and permitting.
- Existing power outlets are for the exclusive use of FDOT. The installation of uplights will require that the City install electrical service points at each corner.

The estimated cost for permanent uplights is \$1,296,476, plus an estimated 5% per year for maintenance, for a total estimated cost of \$1,361,299, currently unfunded.

### **SIDEWALKS:**

Several options exist for the replacement of the existing sidewalks:

- Miami Beach red concrete: \$1,500,000
- Exposed Shell Specialty concrete: \$1,983,000
- Stamped Concrete Specialty sidewalks: \$1,693,500

Public Works researched mosaic walkways by Burle Marx, to get an idea of how these sidewalks looked (photo below). The closest sidewalk material to create the desired wave-like design is Stamped Concrete Specialty sidewalk, estimated at \$1,693,500, plus an estimated 5% per year for maintenance, for a total estimated cost of \$1,778,175 for the first year.



The undulating mosaic of the walkway at Rio's Copacabana beach is perhaps Burle Marx's most famous work. Photo by Mteixeira62/Wikimedia Commons/CC-by-SA.

## LANDSCAPING:

Landscaping on Collins Avenue was restored by FDOT ten years ago. Public Works Greenspace Management is planning on adding shrubbery in the existing bump outs during the third quarter of Fiscal Year 2025.

On March 12, 2025, PSNQLC members continued the discussion and potential steps needed to beautify Collins Avenue. There was a recent study on lighting and sidewalk improvements presented by the Capital Improvements Projects (CIP) Department for Ocean Drive (Attachment B), with different paver brick options. There was also mention of tree ring lights within the discussion. A motion was made to come back to the next meeting with quotes for pavers and tree ring lights. The discussion was added to the April 9, 2025, agenda, however not reached. It is scheduled for May 14, 2025.

Additional estimated costs:

- Paver Bricks: \$3,049,025 (Collins Avenue from 5th to 15th Streets)
- Tree Ring Lights: \$5,000 each, installed, not including electrical service points. There are 66 palm trees, for an estimated \$330,000 (this option is currently not allowed by the City Code as it would damage the trunk of the palm tree over time).

It is important to note there is no G.O. Bond funding available for Collins Avenue. There is G.O. Bond funds for Citywide Sidewalk Improvements, Project #37, in the amount of \$1.9 Million. These funds will be used for citywide sidewalk replacement, scheduled over the next three (3) to four (4) years. Using the \$1.9 Million for Collins Avenue would leave the scheduled citywide sidewalk replacement project unfunded.

## **FISCAL IMPACT STATEMENT**

The estimated costs are: uplights: \$1,361,299, ring lights: \$330,000, Stamped Concrete Specialty sidewalks: \$1,778,175 or paver bricks: \$3,049,025.

### **CONCLUSION**

The Administration recommends working with FDOT to beautify Collins Avenue on future projects. The Administration does not recommend uplights or upgrading sidewalks (stamped concrete) at this time, which is estimated at \$3,139,474, and currently unfunded.

### **Applicable Area**

South Beach

**Is this a “Residents Right to Know” item,  
pursuant to City Code Section 2-17?**

Yes

**Is this item related to a G.O. Bond  
Project?**

No

### **Department**

Public Works

### **Sponsor(s)**

Commissioner Kristen Rosen Gonzalez

### **Condensed Title**

DISCUSS THE BEAUTIFICATION OF SIDEWALKS ON COLLINS AVENUE WITH MOSAIC DESIGNS, LANDSCAPING AND DECORATIVE UPLIGHTING.



**COMMISSION MEMORANDUM**

TO: Honorable Mayor and Members of the City Commission  
FROM: Commissioner Kristen Rosen Gonzalez  
DATE: February 3, 2025  
TITLE: REFERRAL TO THE PUBLIC SAFETY AND NEIGHBORHOODS QUALITY OF LIFE COMMITTEE TO DISCUSS THE BEAUTIFICATION OF SIDEWALKS ON COLLINS AVENUE WITH MOSAIC DESIGNS, LANDSCAPING AND DECORATIVE UPLIGHTING.

**RECOMMENDATION**

**BACKGROUND/HISTORY**

**ANALYSIS**

**FISCAL IMPACT STATEMENT**

Please place on the February 3, 2025 agenda a referral to the Public Safety and Neighborhood Quality of Life Committee (the "Committee") to discuss the beautification of sidewalks on Collins Avenue with mosaic designs, landscaping and decorative uplighting.

I would like to discuss with my colleagues on the Committee the possibility of beautifying the sidewalks along Collins Avenue with geometric mosaic designs, similar to the renowned calçada (sidewalk) along the beach in Rio de Janeiro, designed by Roberto Burle Marx. This design, known for its artistic aesthetic and cultural significance, could greatly enhance the visual appeal of Collins Avenue, transforming it into a vibrant and attractive pedestrian corridor that celebrates both art and history.

In addition to the mosaic designs, the Committee should explore the installation of landscaping and decorative landscape uplighting to further enhance the overall aesthetic, safety, and ambiance of the area. The goal is to create a cohesive and inviting environment that draws residents, visitors, and tourists to Collins Avenue, enriching their experience in this iconic part of Miami Beach.

As Collins Avenue is a state road, the Administration should be prepared to discuss the relevant Florida Department of Transportation ("FDOT") requirements for implementing such a project. Additionally, the Administration should provide an estimated cost for beautifying Collins Avenue between 5th Street and 15th Street, with a phased (segmented) approach to ensure the project can be implemented in stages.

**Does this Ordinance require a Business Impact Estimate?**

(FOR ORDINANCES ONLY)

If applicable, the Business Impact Estimate (BIE) was published on:

See BIE at: <https://www.miamibeachfl.gov/city-hall/city-clerk/meeting-notices/>

**FINANCIAL INFORMATION**

**CONCLUSION**

**Applicable Area**

Citywide

**Is this a "Residents Right to Know" item, pursuant to City Code Section 2-17?**

Yes

**Is this item related to a G.O. Bond Project?**

No

**Was this Agenda Item initially requested by a lobbyist which, as defined in Code Sec. 2-481, includes a principal engaged in lobbying?** No

If so, specify the name of lobbyist(s) and principal(s):

**Department**

Office of Commissioner Kristen Rosen Gonzalez

**Sponsor(s)**

Commissioner Kristen Rosen Gonzalez

**Co-sponsor(s)**

**Condensed Title**

Ref: PSNQLC - Beautify Sidewalks on Collins Ave w/ Mosaic Designs/Landscaping/Decorative Uplighting. (KRG)

**Previous Action (For City Clerk Use Only)**

# LIGHTING AND SIDEWALK IMPROVEMENTS

**CITY OF MIAMI BEACH**

OCEAN DRIVE

Calvin, Giordano & Associates, Inc.



CITY OF MIAMI BEACH

OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

PUBLIC MEETING  
MARCH 2025

## 2 Concurrent projects:

### IMPLEMENTING THE ADCD VISION PLAN (OCEAN DR. CORRIDOR AND LUMMUS PARK ENHANCEMENT PROJECT):

- sometimes referred to as the 'long-term' project
- "a complex, multi-year endeavor that involves comprehensive design, permitting and construction"
- the 'long-term' project requires evaluations of all 3 ADCD options for Ocean Drive to FIRST obtain approval from BOTH Miami-Dade County and the Florida Dept of Transportation on the selected traffic configuration
- once the traffic studies are completed and agency approvals are obtained, site design and site engineering can begin

### LIGHTING AND SIDEWALK IMPROVEMENTS:

- sometimes referred to as the 'short-term' project
- replacement of existing sidewalks and lighting improvements
- focuses on the importance of lighting and sidewalk improvements to enhance safety, accessibility, and aesthetics, and seeks to advance these enhancements



# Objectives - 'Short Term' project

1. **Replace existing sidewalks**  
no impacts to traffic geometries, drainage patterns, or underground infrastructure
2. **Propose options for lighting along the west side of Ocean Drive**



# Design Considerations

1. Enhance Safety and Accessibility
2. Cost of Implementation
3. Cost of Maintenance
4. Ease of Repair and Longevity
5. Sensitivity to Local Businesses



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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

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# Agenda

1. Discuss Paving Strategies and Approaches
2. Discuss the 'pros' and 'cons' of the various hardscape alternatives
3. Showcase proposed design options
4. Discuss lighting strategy for Ocean Drive



# Basis of Design

# 01



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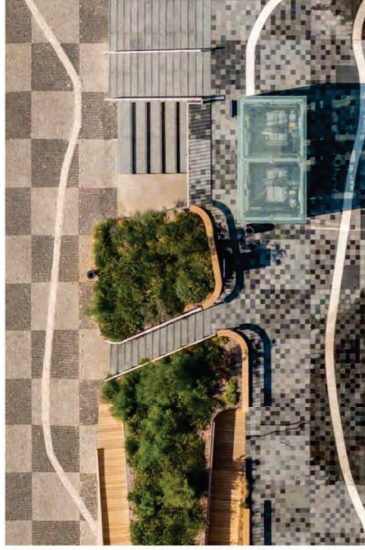
# Paving Strategies and Approaches



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# The Value of Paving Design



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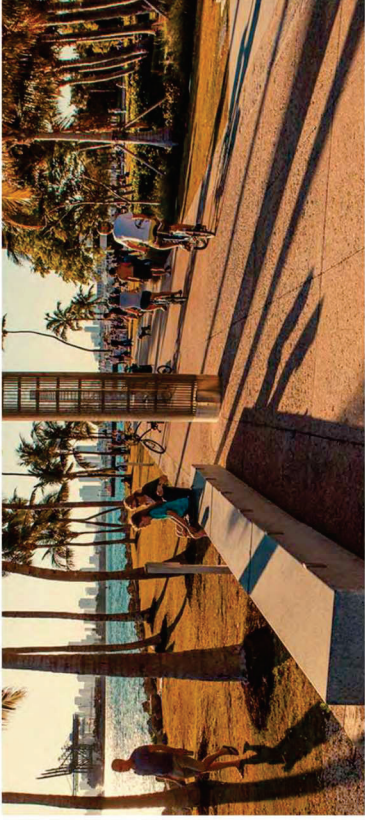
OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

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01 MODULE

BASIS OF DESIGN



# Paving Precedents - Local



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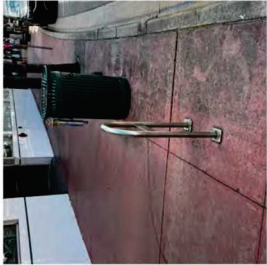
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01 MODULE

BASIS OF DESIGN



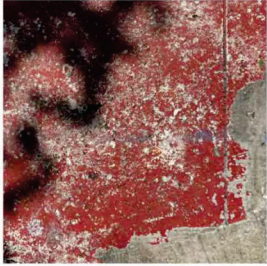
INTEGRAL COLOR  
RED CONCRETE



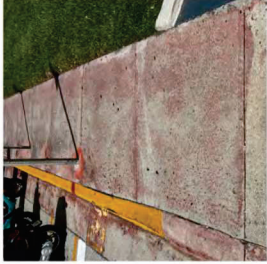
INTEGRAL COLOR  
RED CONCRETE



INTEGRAL COLOR RED  
CONCRETE WITH EXPOSED  
SHELL AGGREGATE



NATURAL COLOR CONCRETE  
WITH SURFACE PAINT



NATURAL COLOR CONCRETE  
WITH SURFACE STAIN



NATURAL COLOR CONCRETE  
SALT FINISH



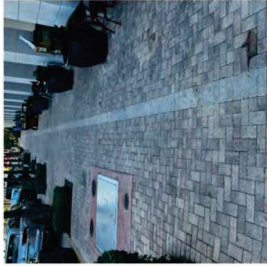
COBBLESTONE PAVER



INTEGRAL COLORED  
CONCRETE PAVER



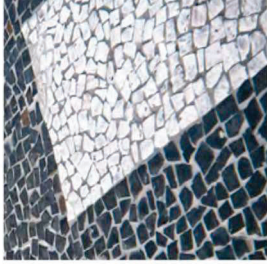
INTEGRAL COLORED  
CONCRETE PAVER



INTEGRAL COLORED  
CONCRETE PAVER



SQUARE GRANITE PAVER



PIEDRA PORTUGUESA

# Paving Precedents - Local



# 'Pros' and 'Cons' of the various alternatives



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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

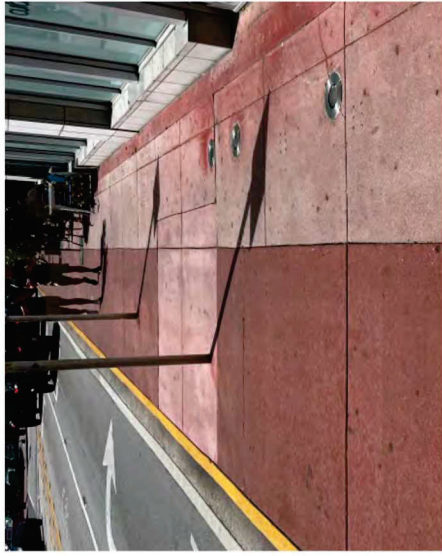
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01 MODULE

BASIS OF DESIGN

INTEGRAL COLORED CONCRETE



- Most widely used material
- Can be colored (Integral color preferred)
- Easy to repair and replace
- Easy to maintain via pressure washing
- Most inexpensive of all options
- Relatively fast to install
- Color will always fade, resulting in a patchwork when replaced
- Designs are subject to limitations of formwork

EXPOSED SHELL CONCRETE



- Refined application and appearance
- Can be colored (Integral color preferred)
- Relatively easy to maintain via pressure washing
- Requires skilled installers
- More difficult to repair and replace while keeping a seamless quality
- Color will always fade, resulting in a patchwork when replaced
- More prone to dirt accumulation
- Increased costs of installation

## Paving Alternatives



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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

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01 MODULE

BASIS OF DESIGN

## CONCRETE PAVERS



- Widely used and proven material throughout the City
- Available with exposed shell finish and in a variety of colors
- Relatively easy to maintain via pressure washing
- Generally repairs aren't needed for the first 5 years
- Can accommodate intricate designs
- Can be easily repaired by City Staff
- Color will fade, resulting in a patchwork when replaced
- Excessively intricate designs can result in many 'cut' pieces
- Intricate designs need more maintenance

## COBBLESTONE



- Relatively easy to maintain via pressure washing
- Unique character that is more traditional & historic-leaning
- Design options are more restrictive
- Material requires a lot of maintenance
- Staff has noted that it is very difficult to get repairs to be seamless
- Requires greater skill for repair

## PEDRA PORTUGUESA



- Intricate patterns can be achieved by varying the sizes of the stones
- Colors are limited to what can be supplied
- Very difficult to repair and replace
- Requires highly-skilled installers to achieve seamless look
- Concerns about slip-and-fall due to the polished finish on the stone
- Large grout joints show patchwork where repairs are done
- Difficulty to achieve a smooth, flat surface for tables and chairs
- Very expensive



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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

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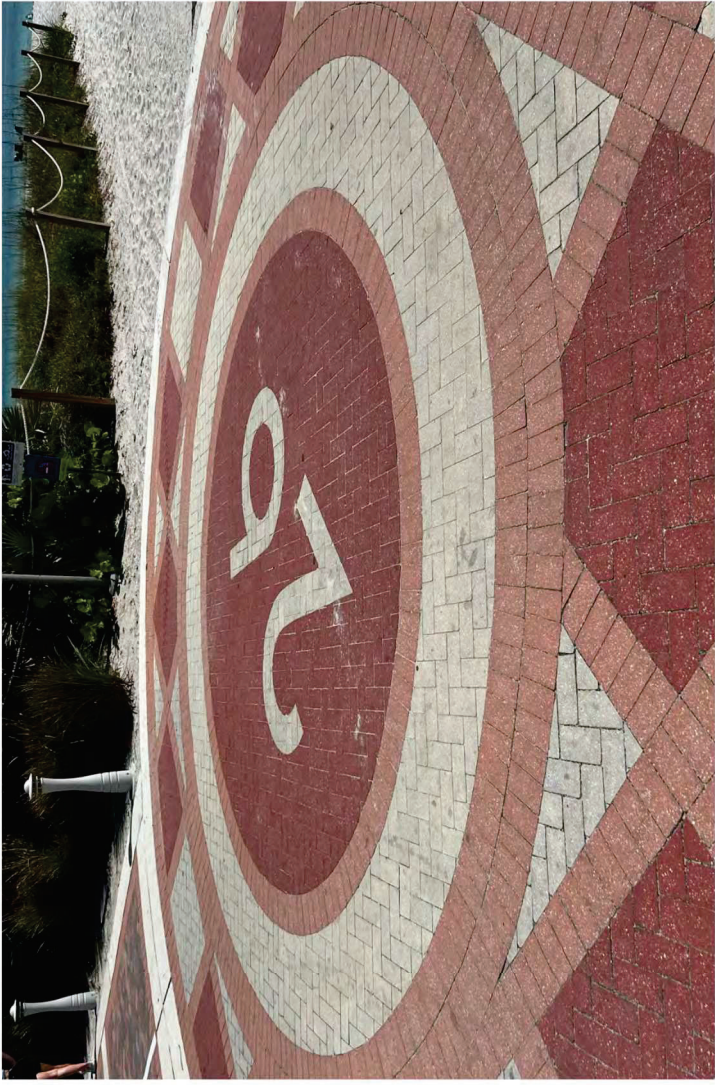
MARCH 2025

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## CONCRETE PAVERS



- Widely used and proven material throughout the City
- Available with exposed shell finish and in a variety of colors
- Relatively easy to maintain via pressure washing
- Generally repairs aren't needed for the first 5 years
- Can accommodate intricate designs
- Can be easily repaired by City Staff
- *Color will fade, resulting in a patchwork when replaced*
- *Excessively intricate designs can result in many 'cut' pieces*
- *Intricate designs need more maintenance*



## Material Recommendation



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01 MODULE

BASIS OF DESIGN

# Proposed Alternatives

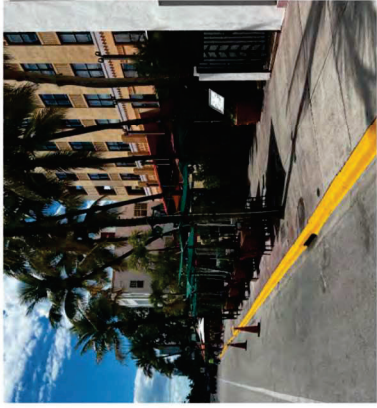
# 02



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# Existing sidewalks



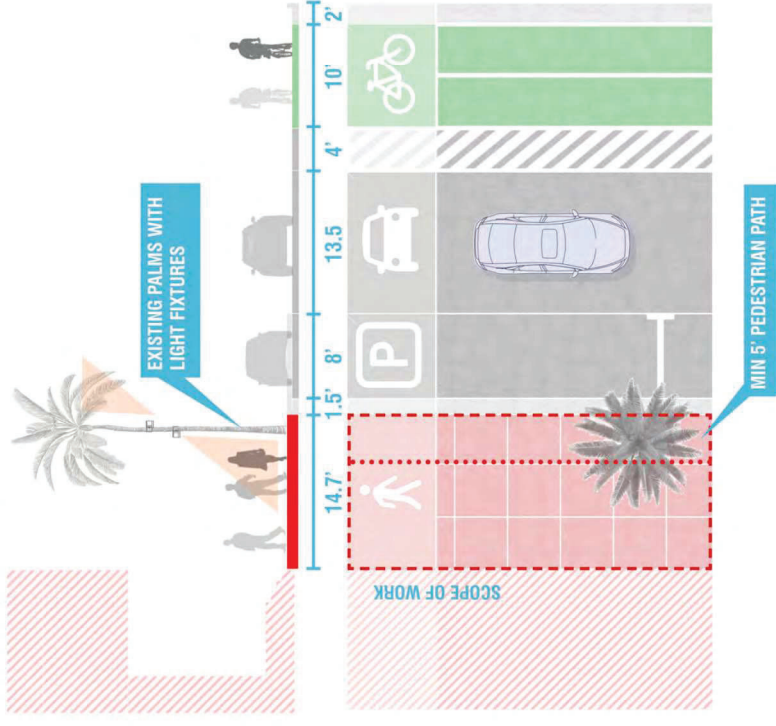
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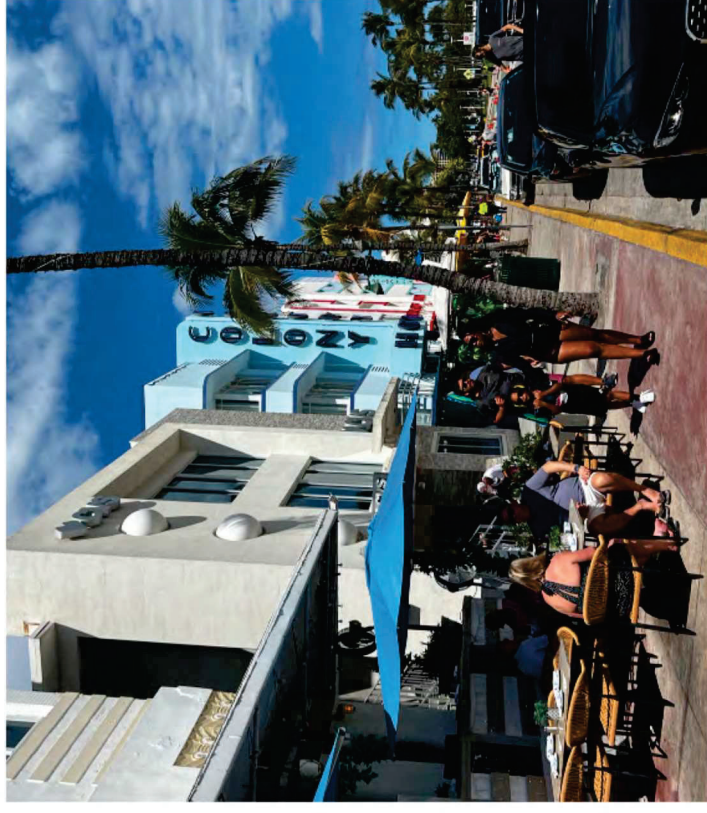
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EXISTING SECTION



EXISTING CONDITION



## Existing sidewalks



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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

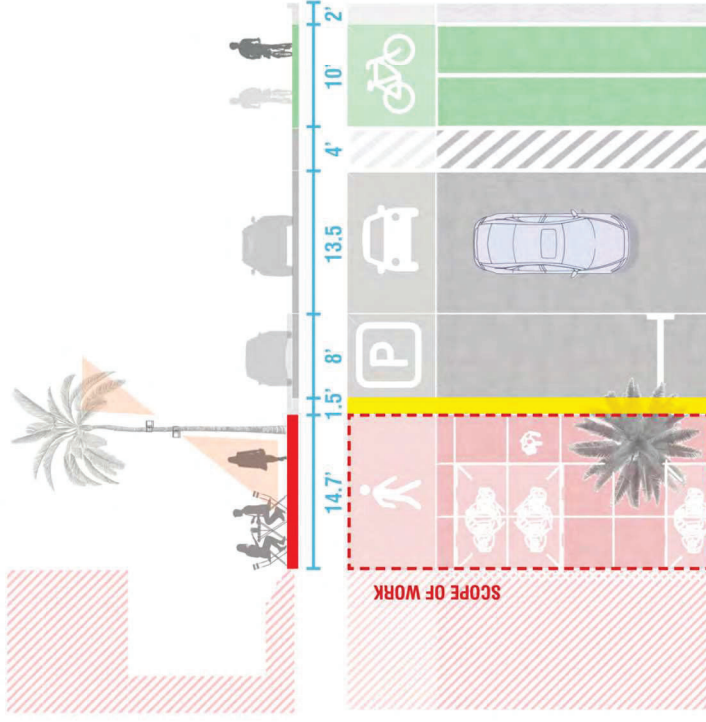
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02MODULE

PROPOSED ALTERNATIVES

EXISTING SECTION



EXISTING CONDITION



## Existing sidewalks

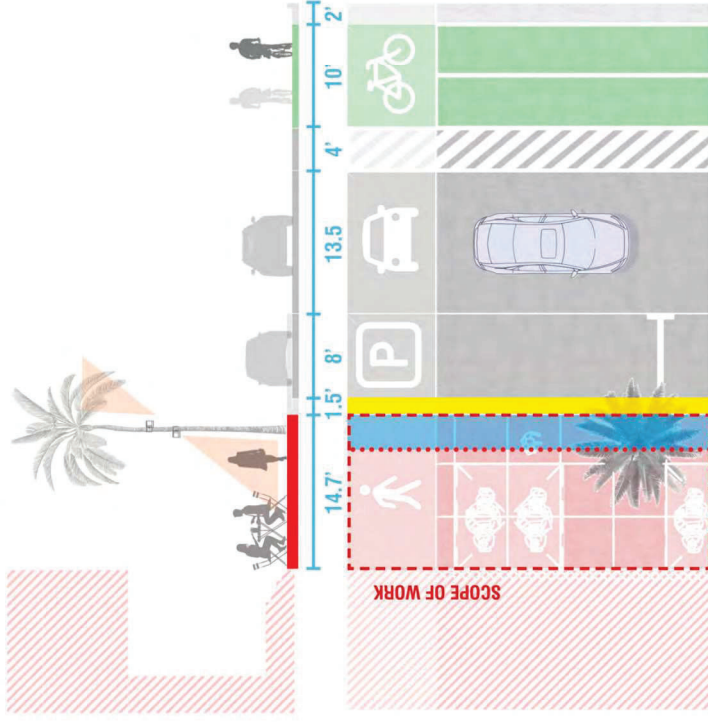


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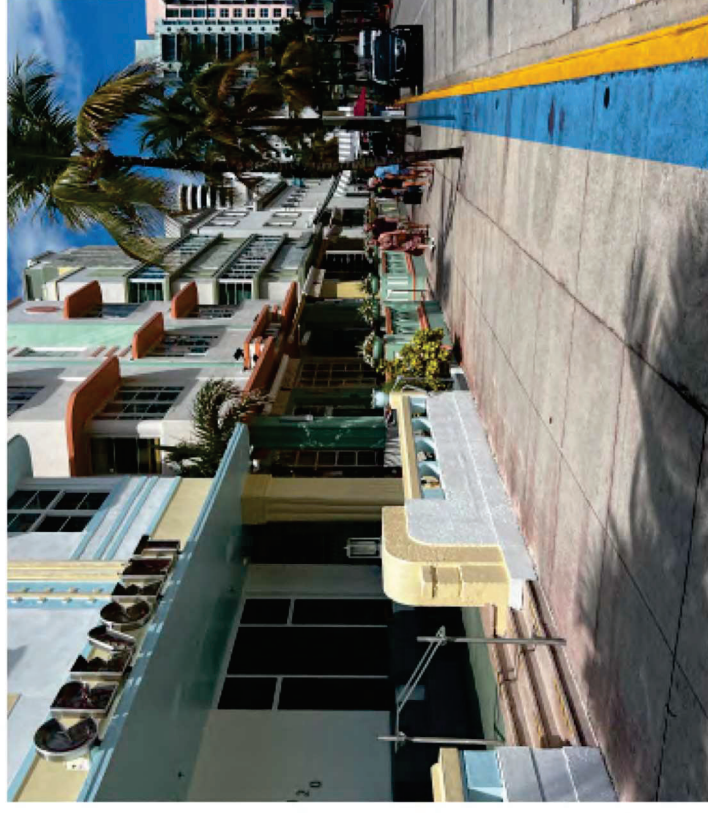
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EXISTING SECTION



EXISTING CONDITION



## Existing sidewalks

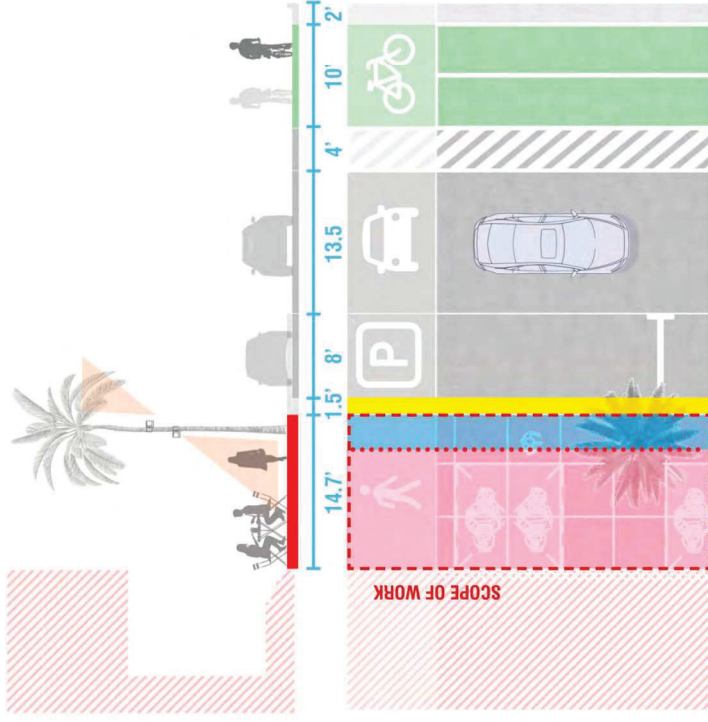


CITY OF MIAMI BEACH

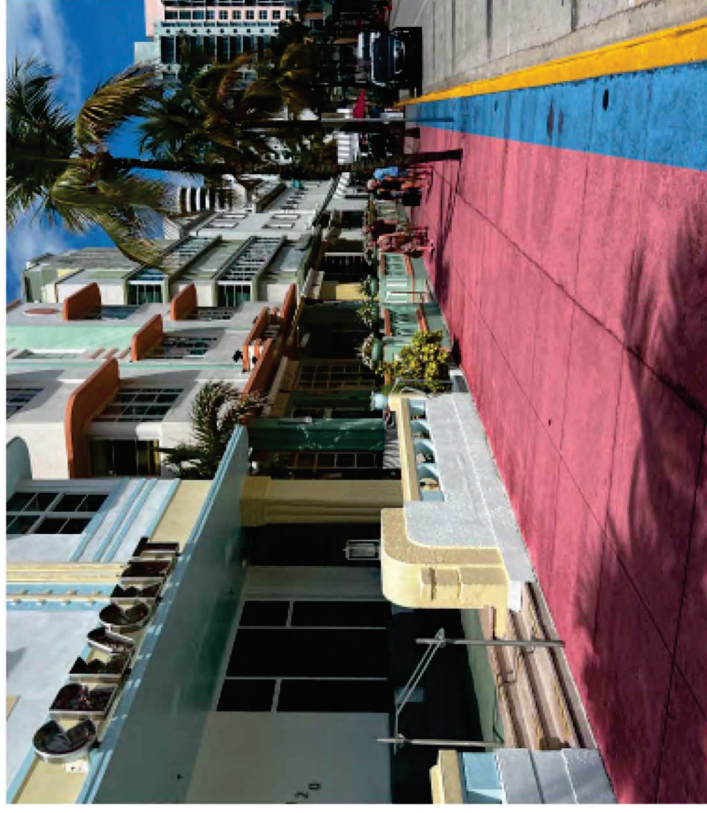
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EXISTING SECTION



EXISTING CONDITION



## Existing sidewalks



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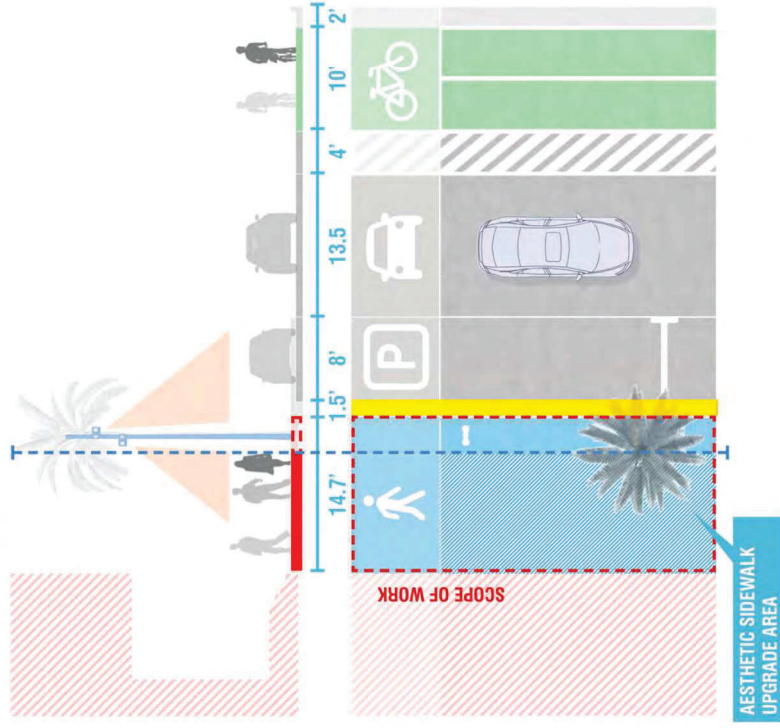
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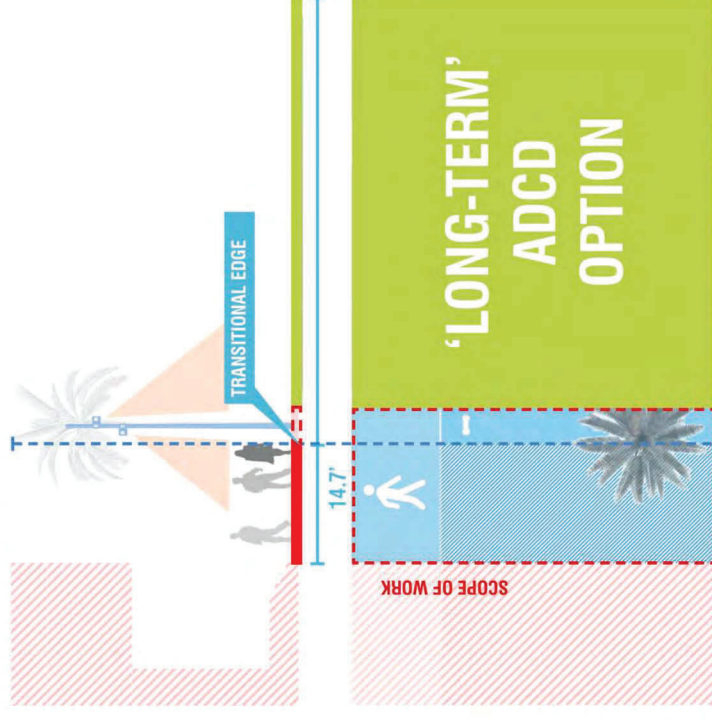
02MODULE

PROPOSED ALTERNATIVES

PROPOSED SECTION



PROPOSED SECTION



## Proposed sidewalks



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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

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02MODULE

PROPOSED ALTERNATIVES

# SINGLE BLOCK DIAGRAM



## PROPOSED ALTERNATIVES

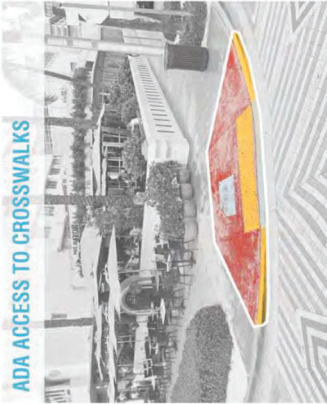
## 02MODULE

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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

ADA ACCESS TO CROSSWALKS



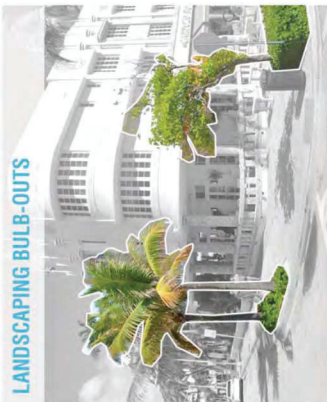
UTILITY POLES



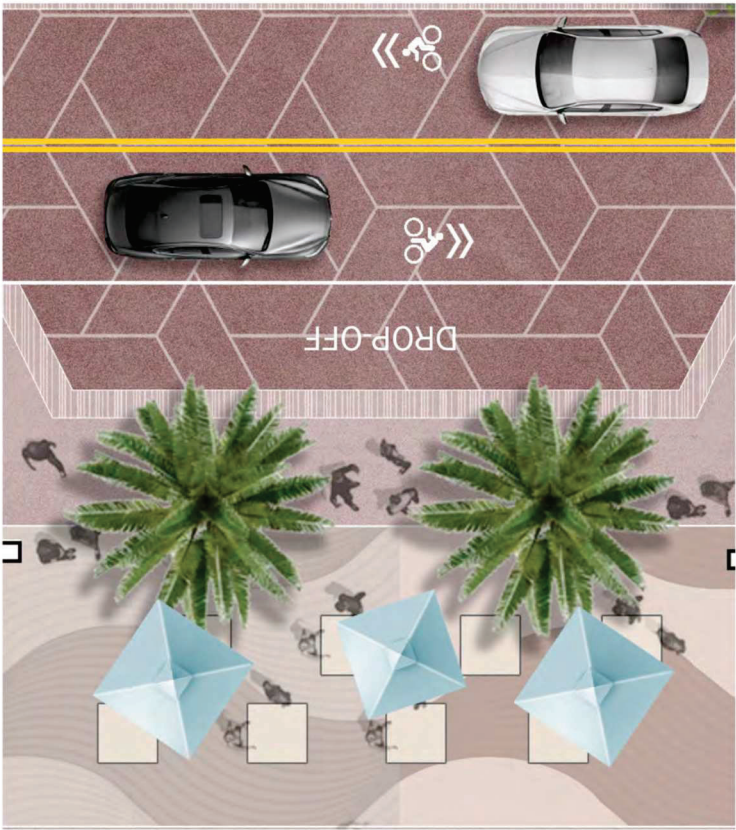
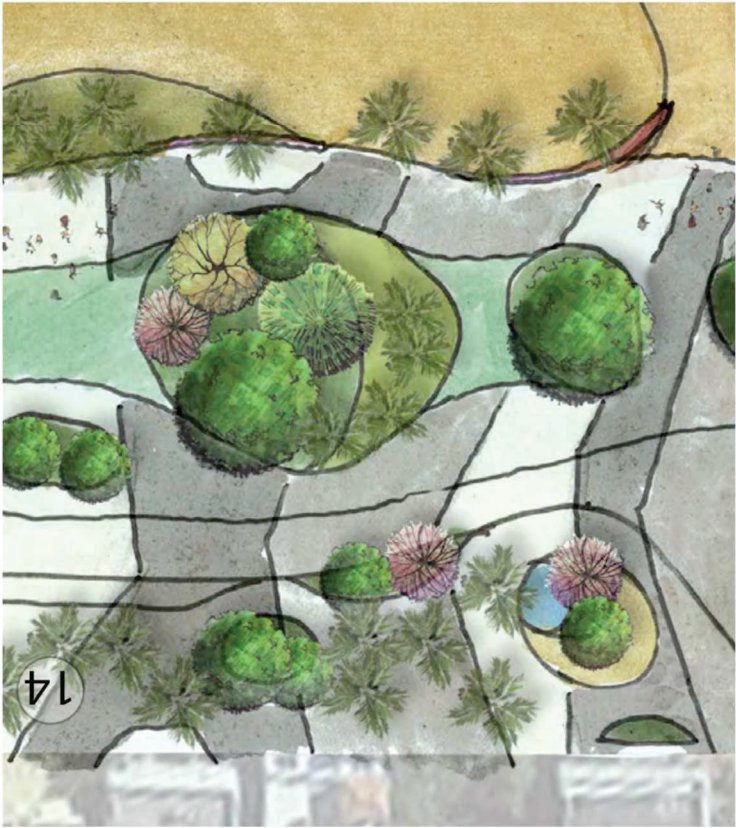
VEHICULAR TRAFFIC SIGNALIZATION



LANDSCAPING BULB-OUTS



## Typical corner condition



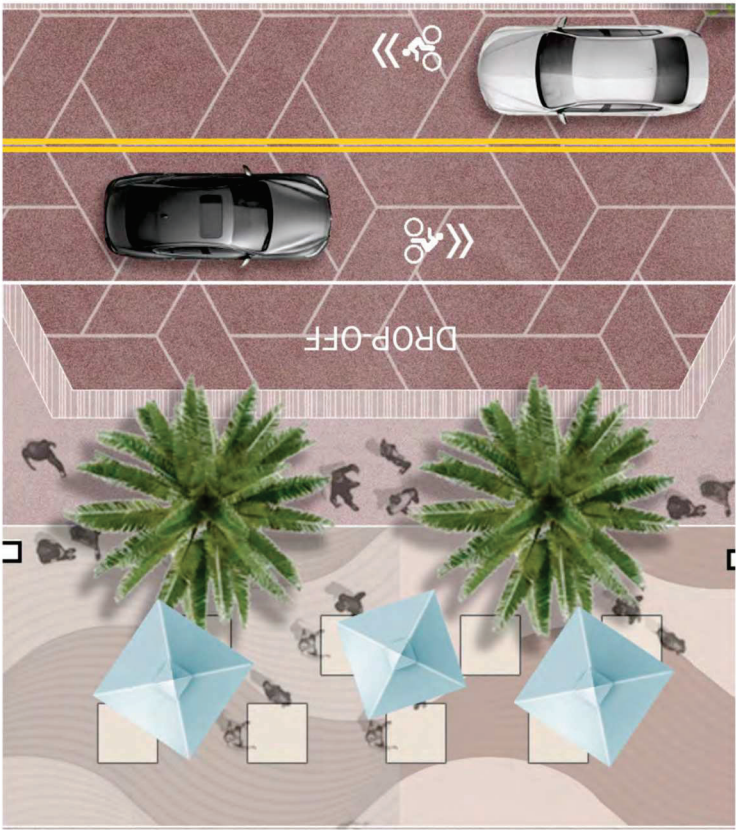
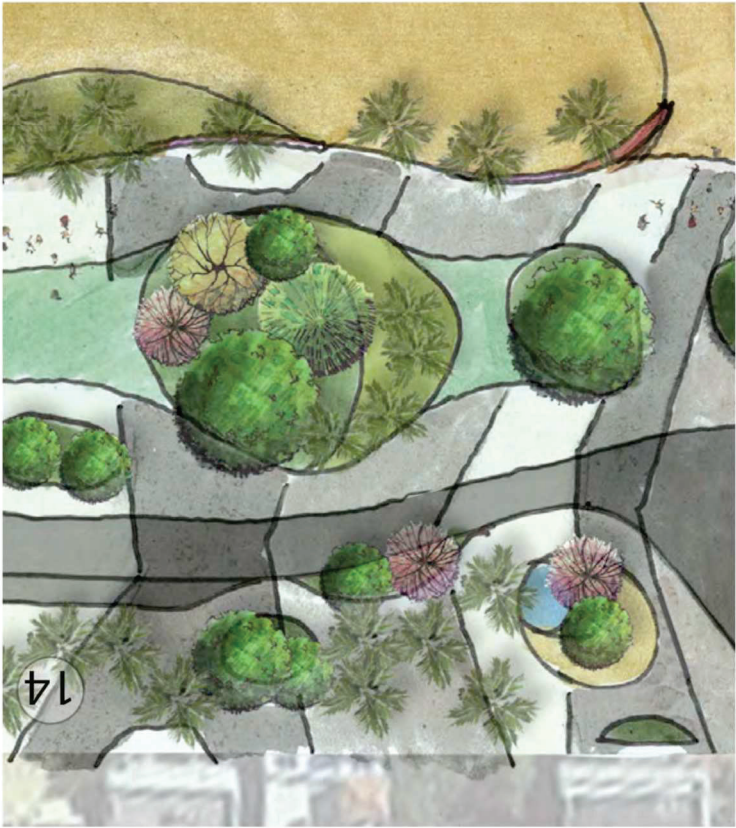
# ADCD Vision Plan - Paving



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OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

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# ADCD Vision Plan - Paving

PROPOSED ALTERNATIVES

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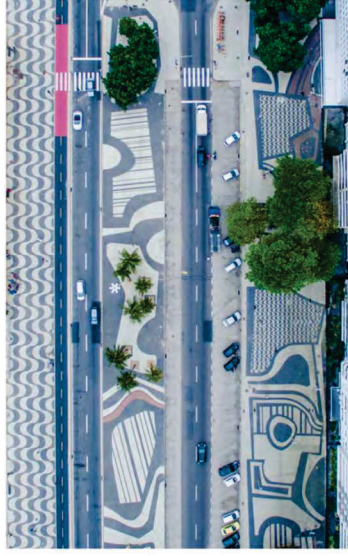
PUBLIC MEETING  
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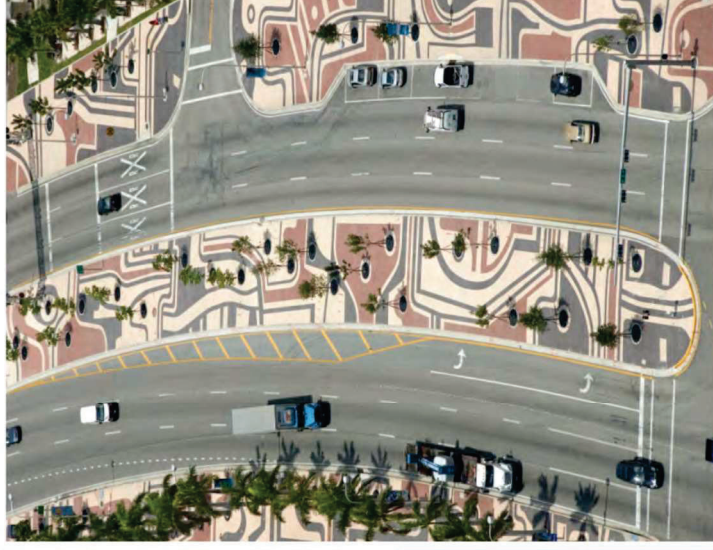


CITY OF MIAMI BEACH

COPACABANA



BISCAYNE BOULEVARD



LINCOLN ROAD (1100 BLOCK)



ADCD MASTERPLAN



## Paving Precedents - Local



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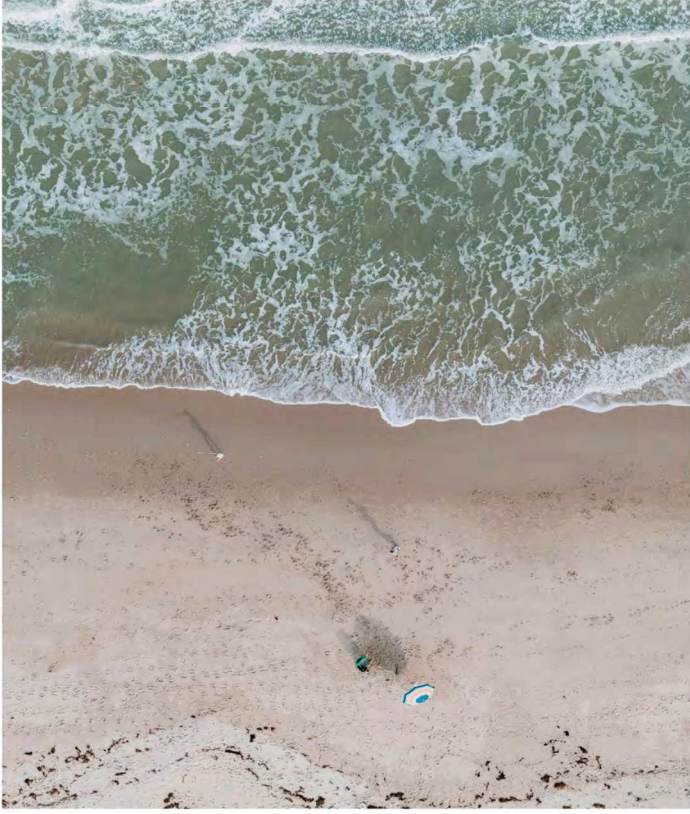
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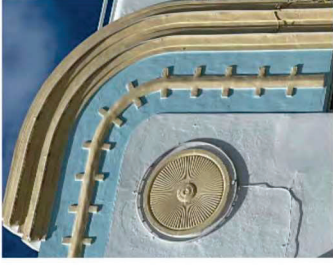
01 MODULE

BASIS OF DESIGN

ATLANTIC OCEAN



MIAMI BEACH ART DECO



## Design inspiration

PROPOSED ALTERNATIVES

02MODULE



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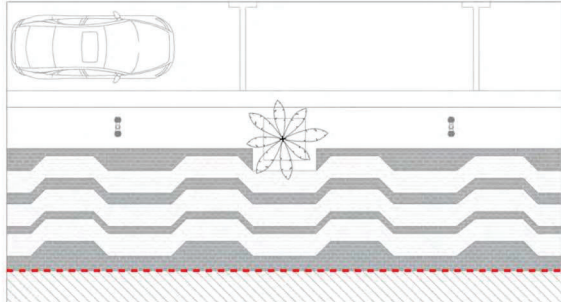
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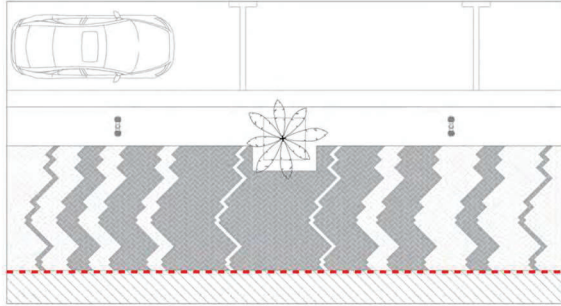
# Paving patterns modules

OPTION 01



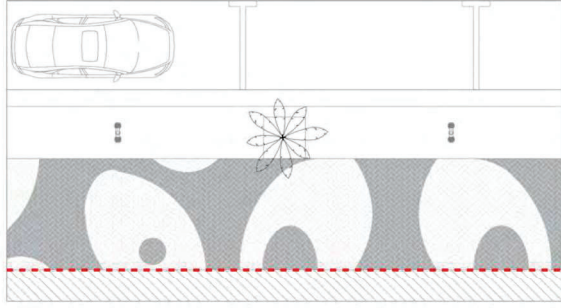
SOLDIER COURSE PATTERN

OPTION 02



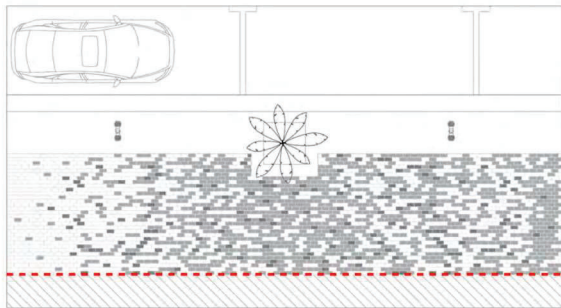
HERRINGBONE PATTERN

OPTION 03



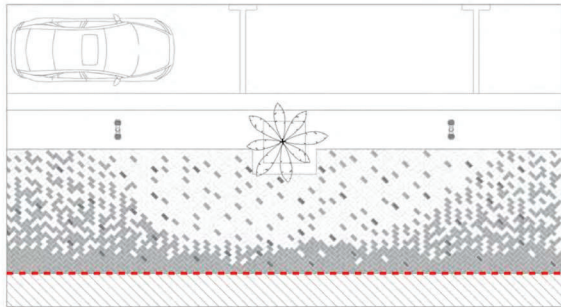
HERRINGBONE PATTERN

OPTION 04



SOLDIER COURSE RANDOMIZED

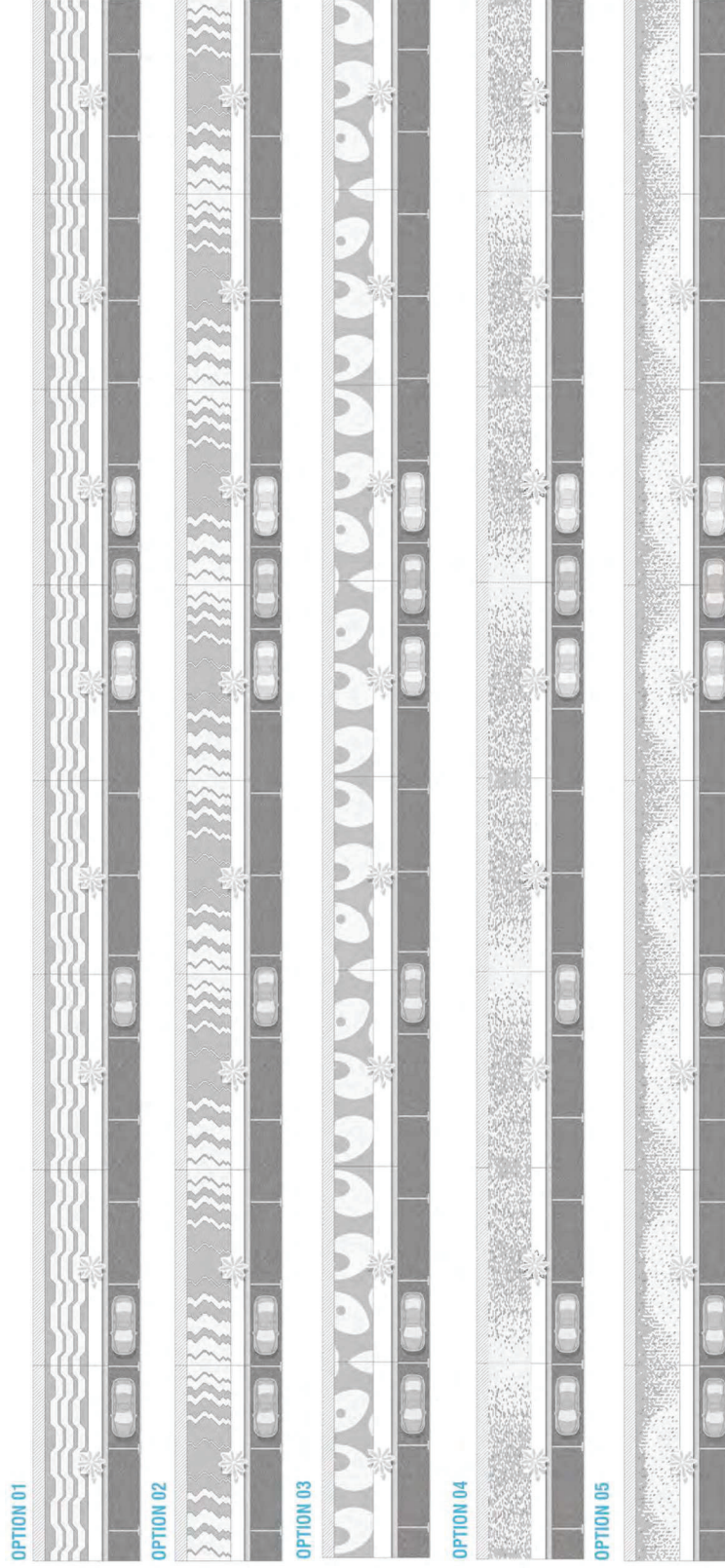
OPTION 05

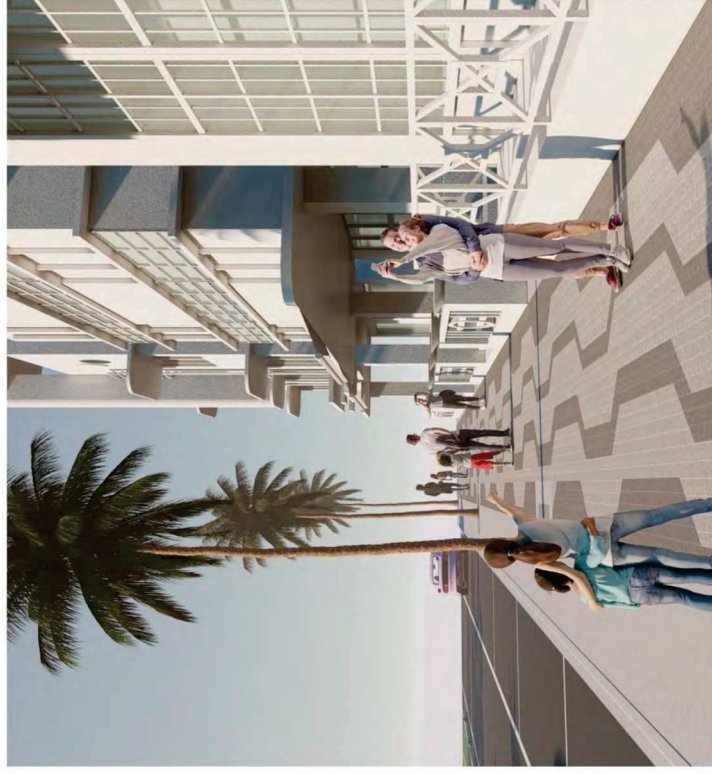


HERRINGBONE PATTERN RANDOMIZED

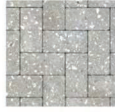


## Paving patterns modules

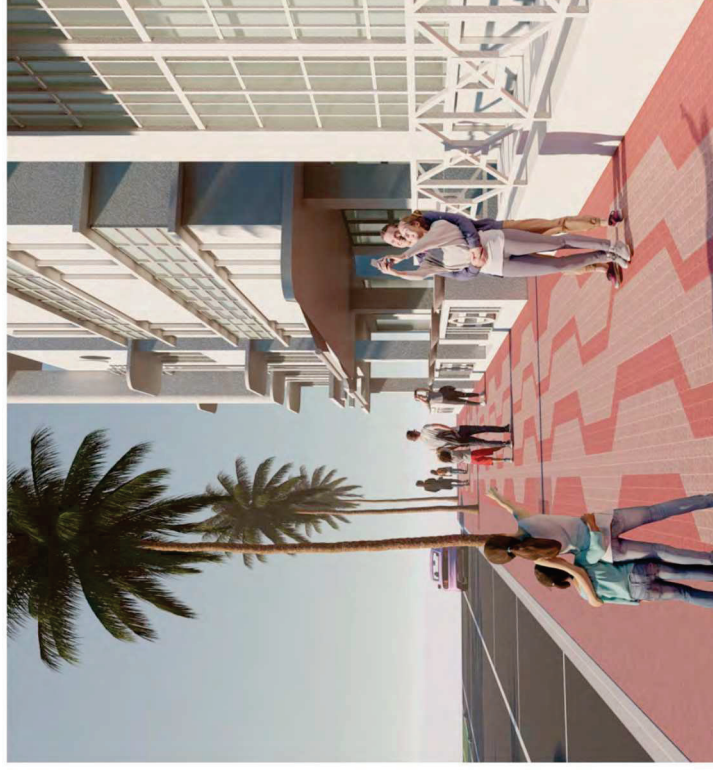
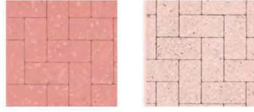




**OPTION 01 A**  
**SOLDIER COURSE/ PAVERS 4"X8"**



**OPTION 01 B**  
SOLDIER COURSE/ PAVERS 4"X8"



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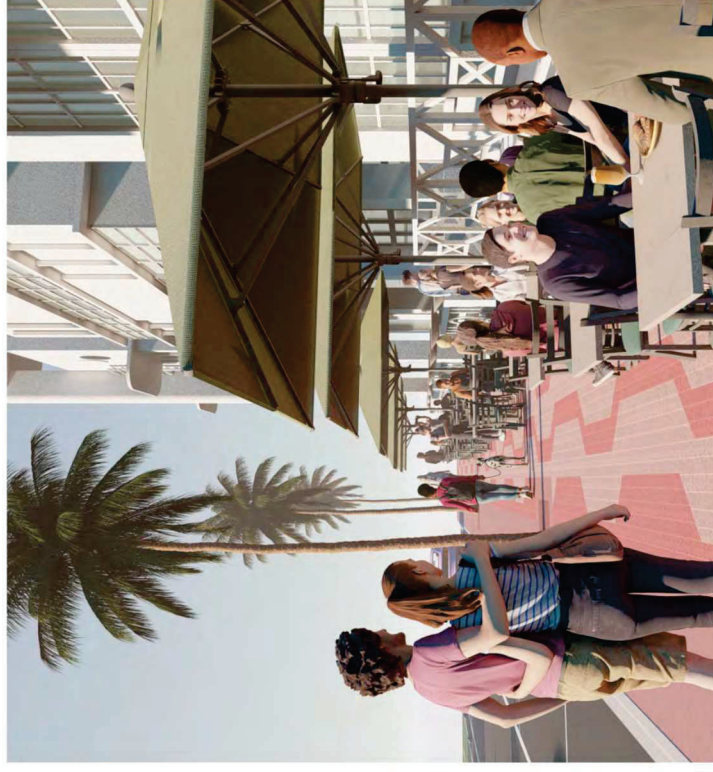
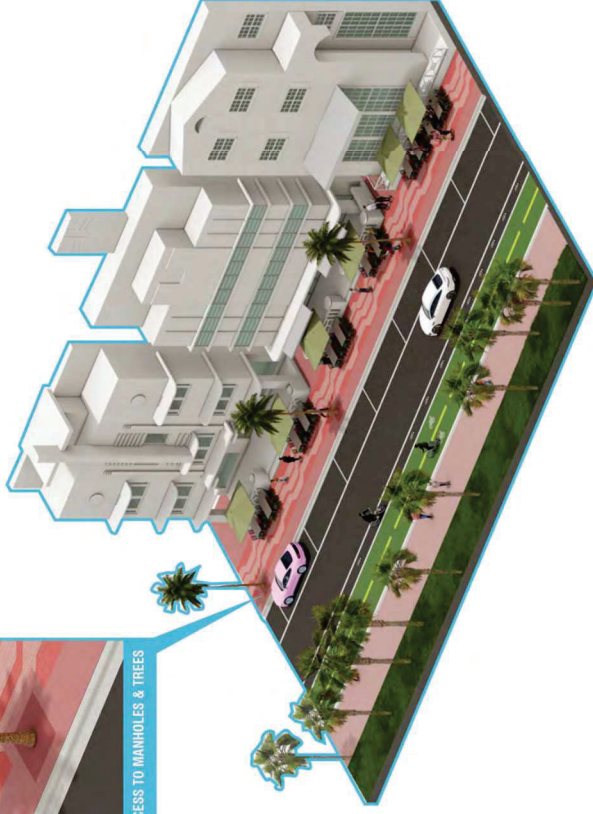
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**OPTION 01 SEATING**  
SOLDIER COURSE/ PAVERS 4"X8"



ACCESS TO MANHOLES & TREES

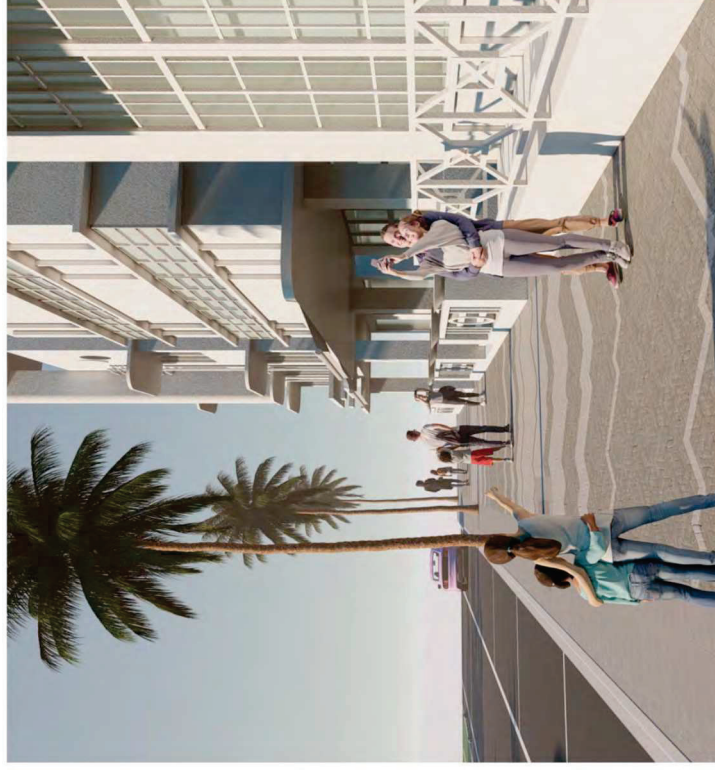
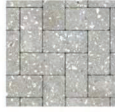


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**OPTION 02 A**  
HERRINGBONE PATTERN/ PAVERS 4"X8"

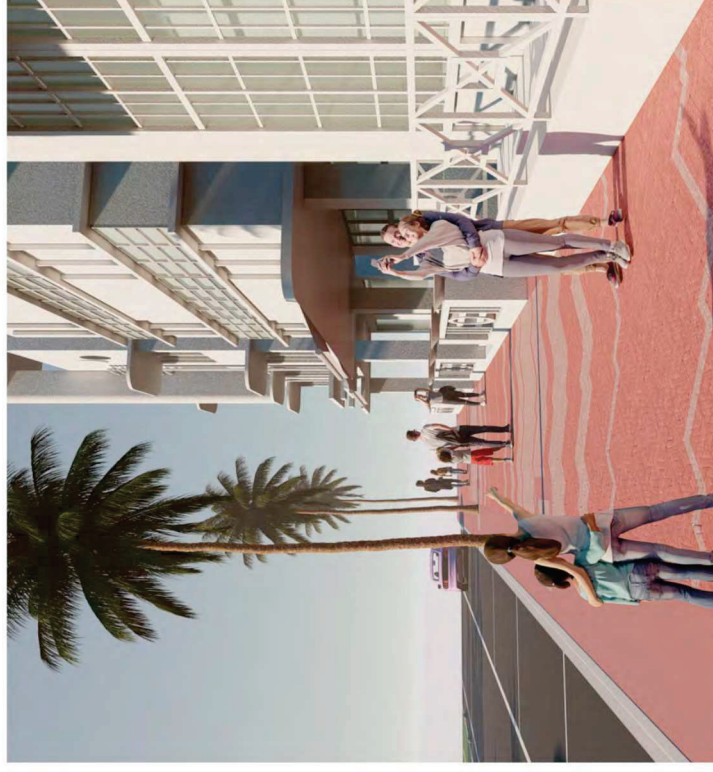


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**OPTION 02 B**  
HERRINGBONE PATTERN / PAVERS 4"X8"



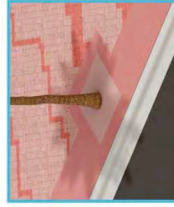
CITY OF MIAMI BEACH

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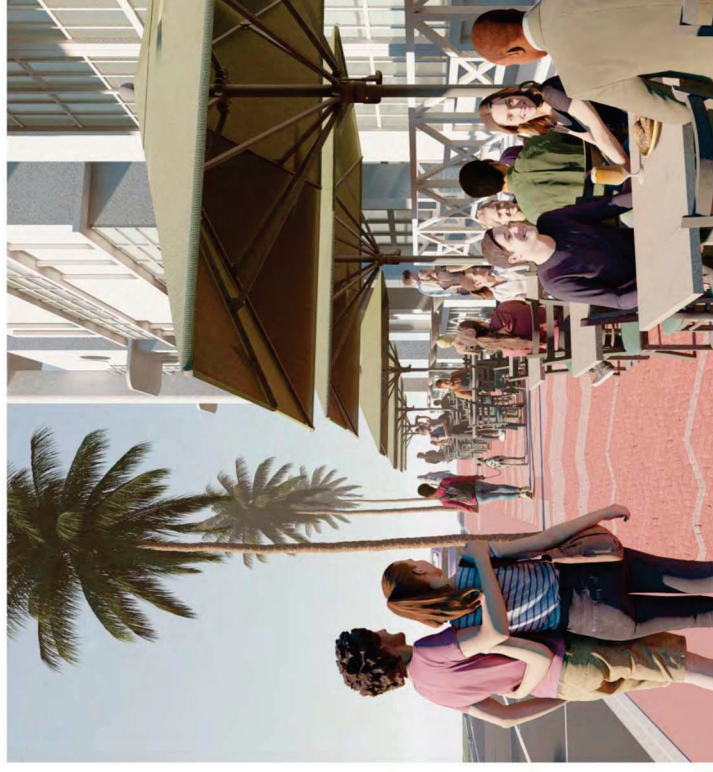
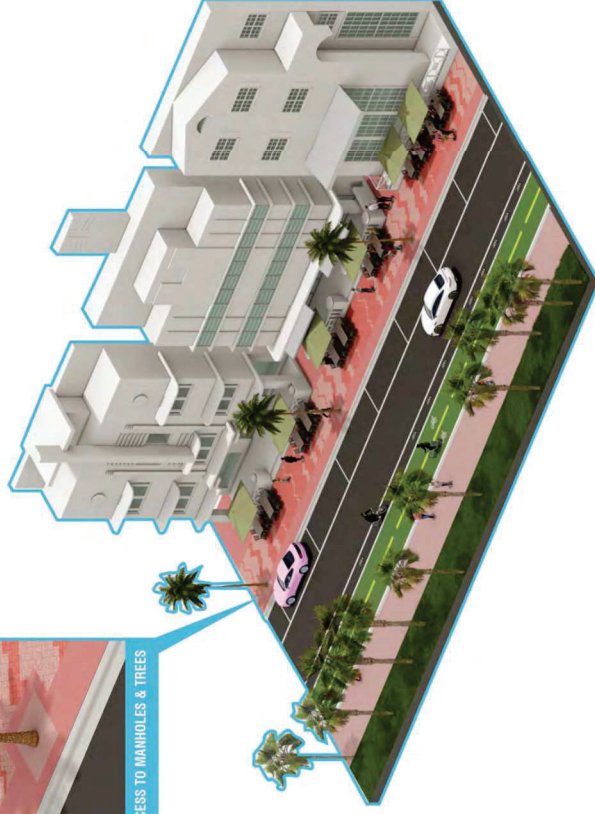
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# OPTION 02 SEATING

HERRINGBONE PATTERN/ PAVERS 4"X8"



ACCESS TO MANHOLES & TREES

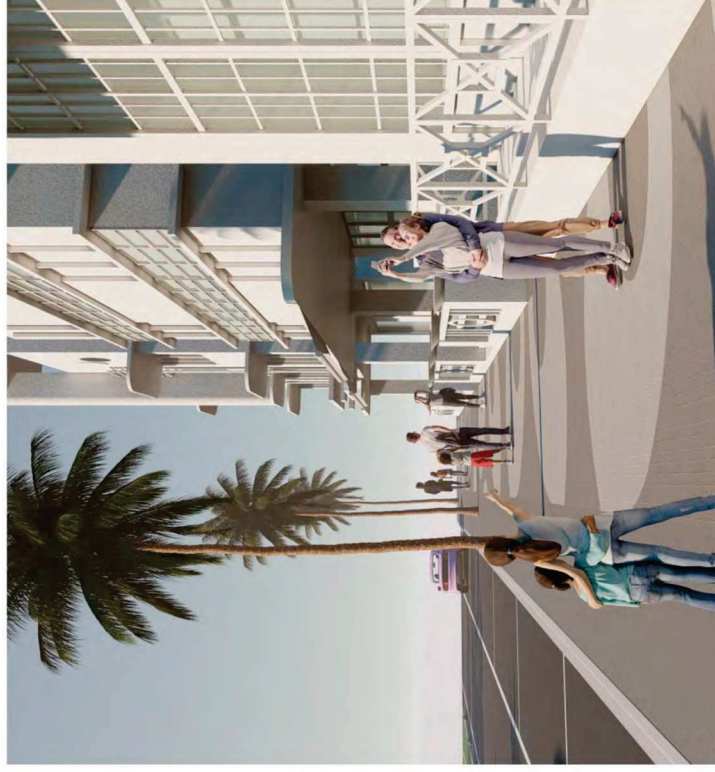
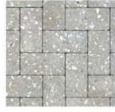


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**OPTION 03 A**  
HERRINGBONE PATTERN/ PAVERS 4"X8"

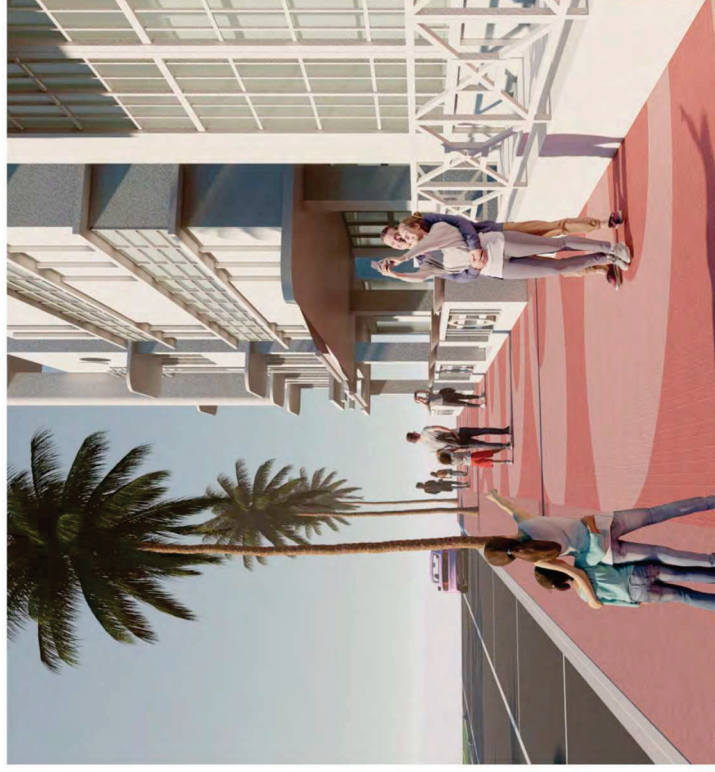
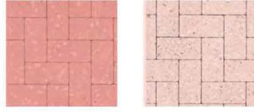


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**OPTION 03 B**  
HERRINGBONE PATTERN/ PAVERS 4"X8"



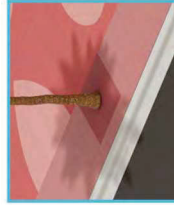
CITY OF MIAMI BEACH

OCEAN DRIVE | LIGHTING AND SIDEWALK IMPROVEMENTS

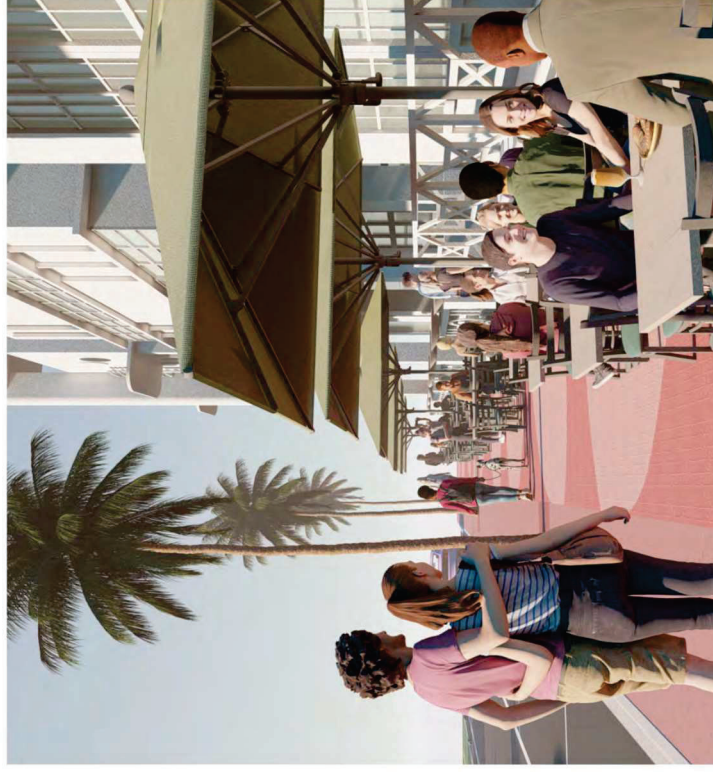
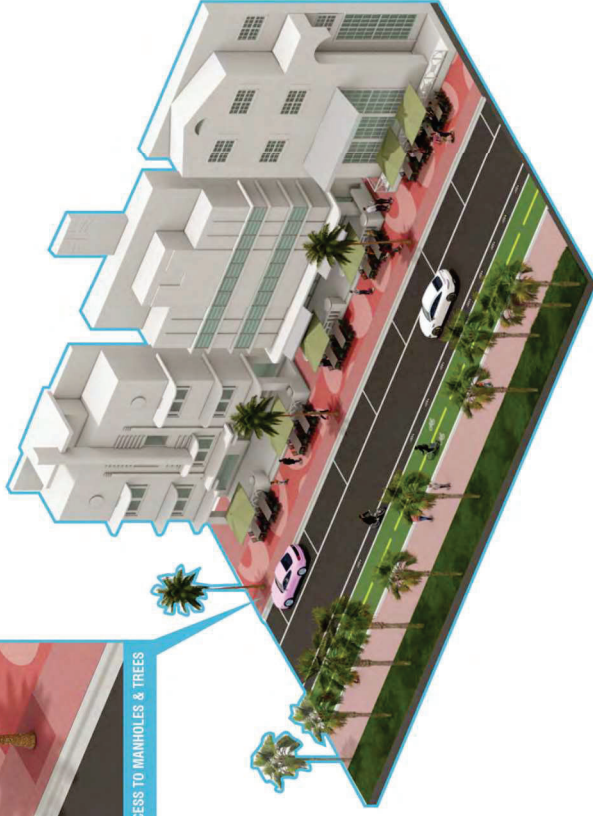
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# OPTION 03 SEATING

HERRINGBONE PATTERN/ PAVERS 4"X8"



ACCESS TO MANHOLES & TREES

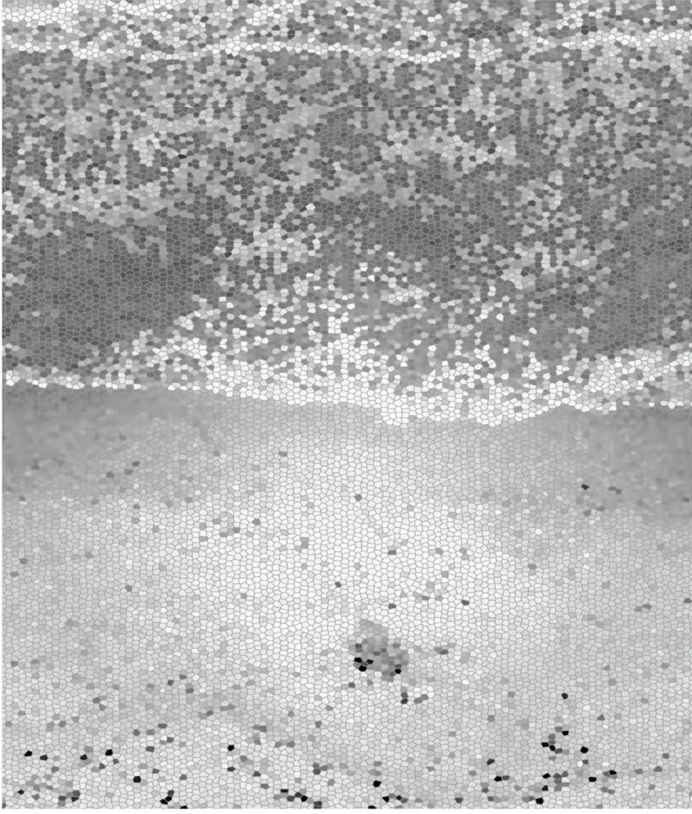


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PROPOSED ALTERNATIVES

02MODULE

## Design inspiration

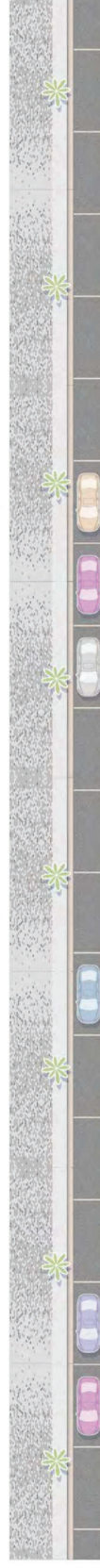
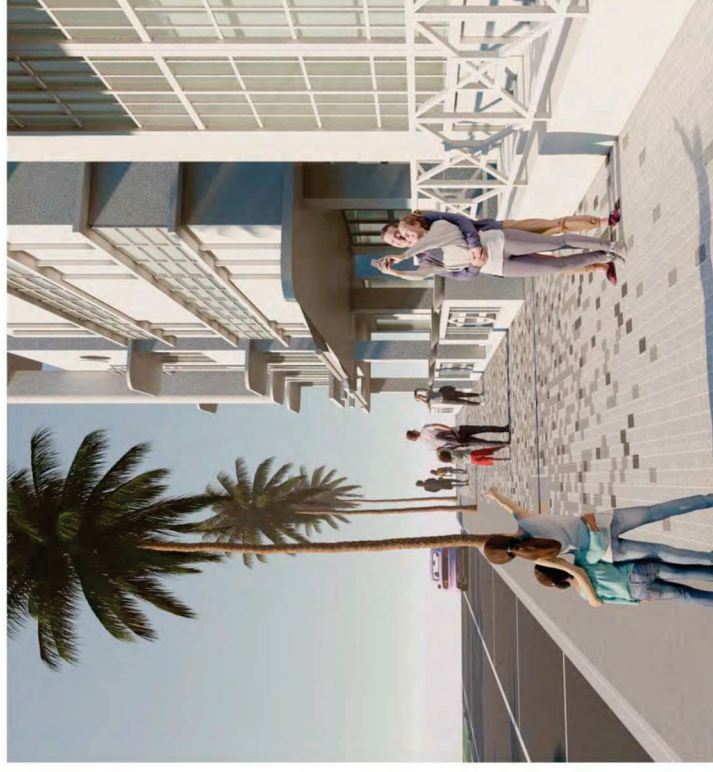


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**OPTION 04 A**  
SOLDIER COURSE/ PAVERS 4"X8"

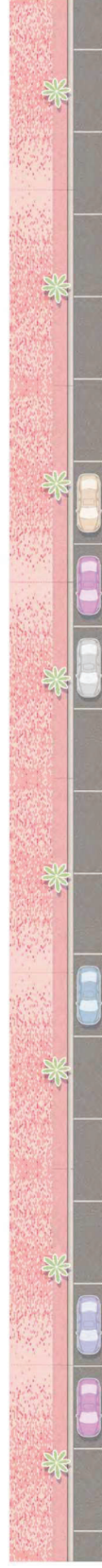
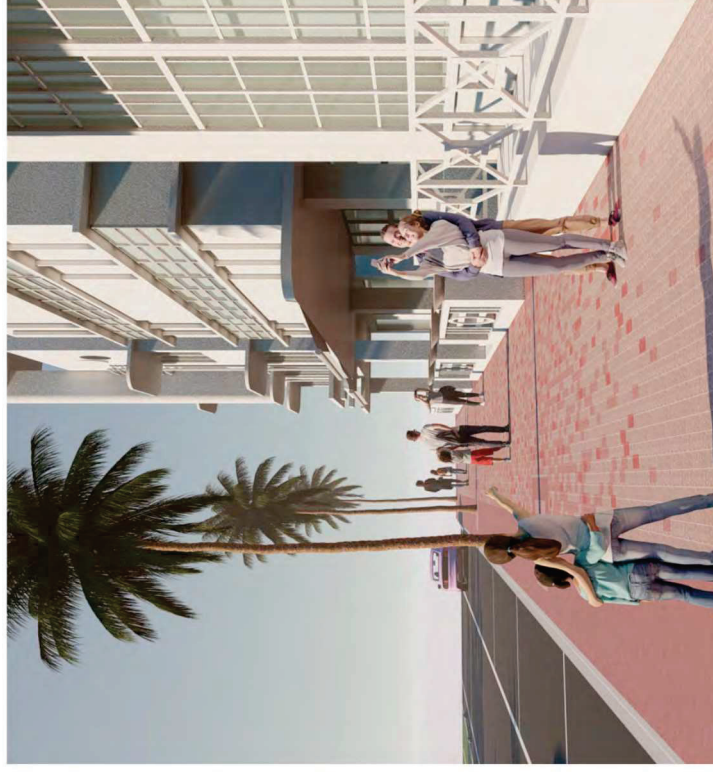


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**OPTION 04 B**  
SOLDIER COURSE/ PAVERS 4"X8"



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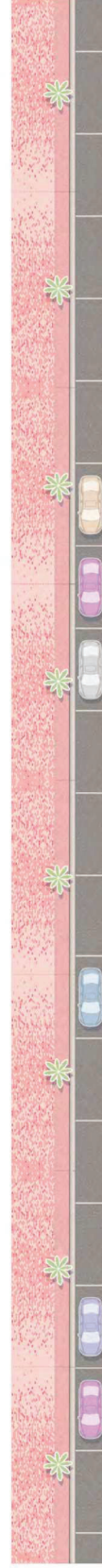
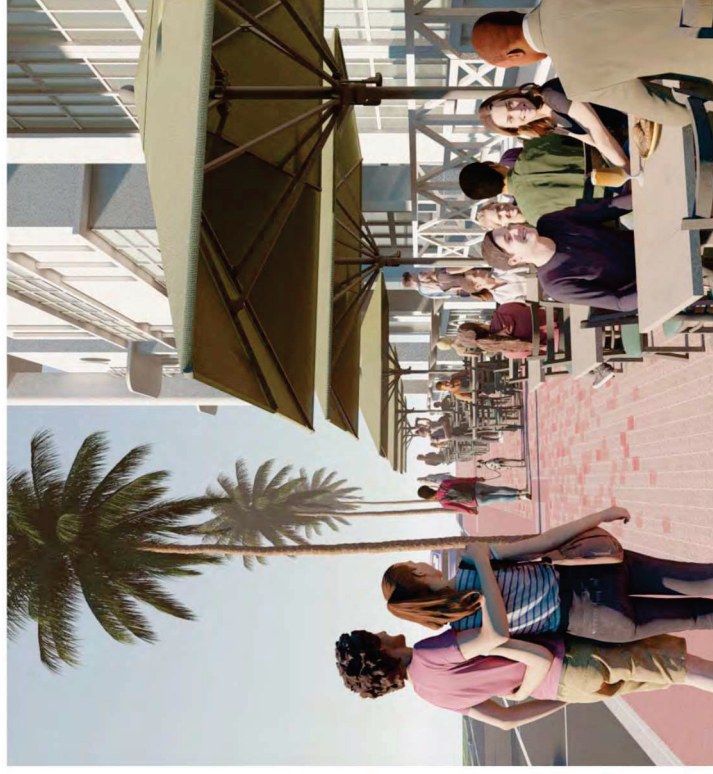
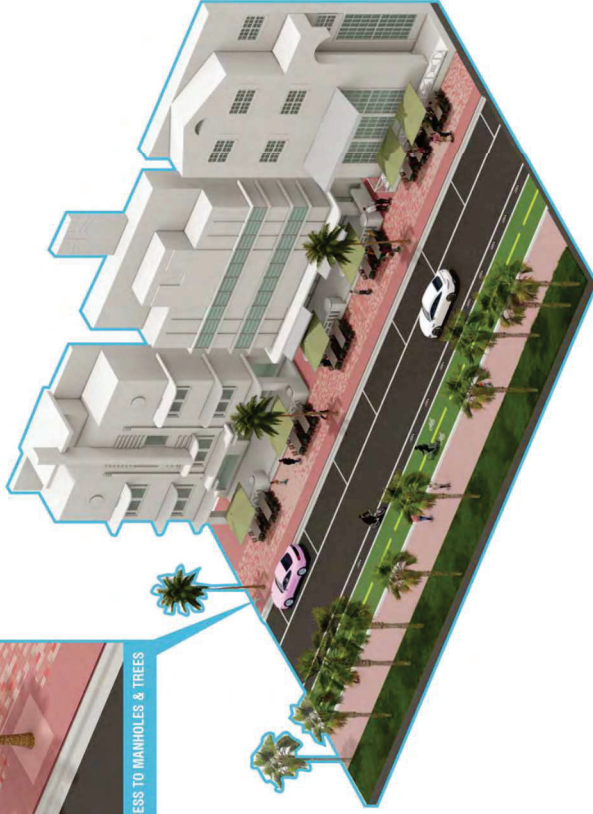
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**OPTION 04 SEATING**  
SOLDIER COURSE/ PAVERS 4"X8"



ACCESS TO MANHOLES & TREES

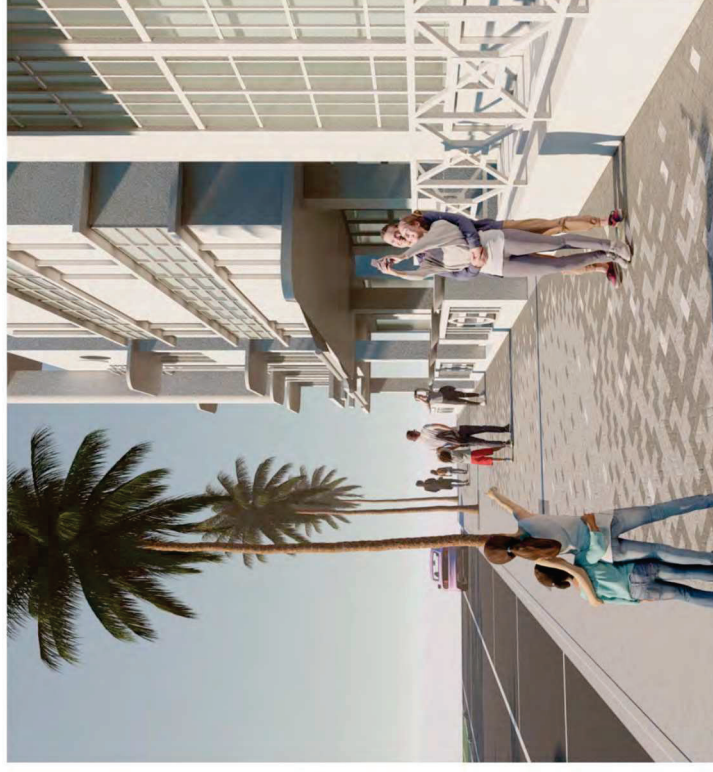


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**OPTION 05 A**  
HERRINGBONE PATTERN/ PAVERS 4"X8"

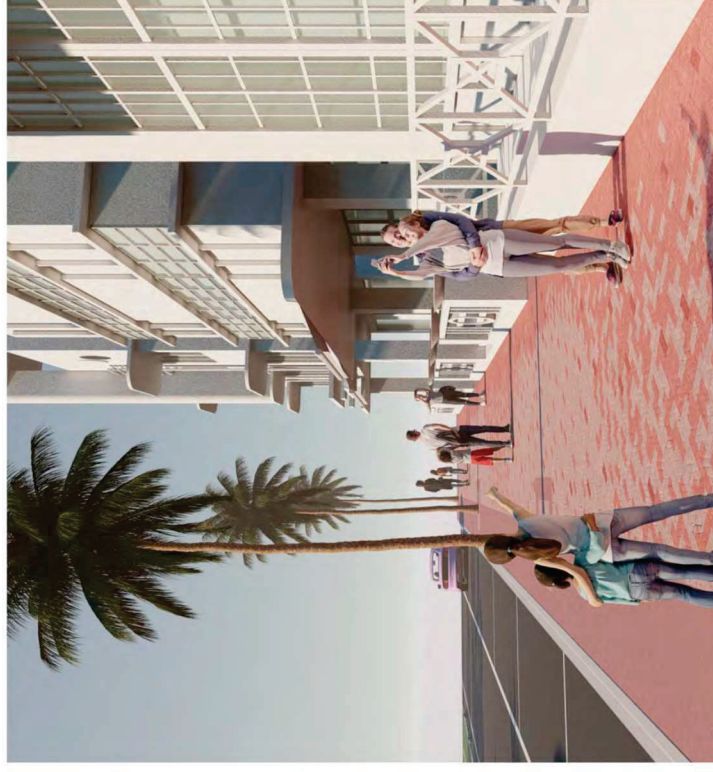
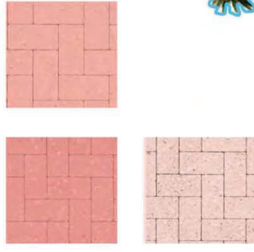


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**OPTION 05 B**  
HERRINGBONE PATTERN/ PAVERS 4"X8"



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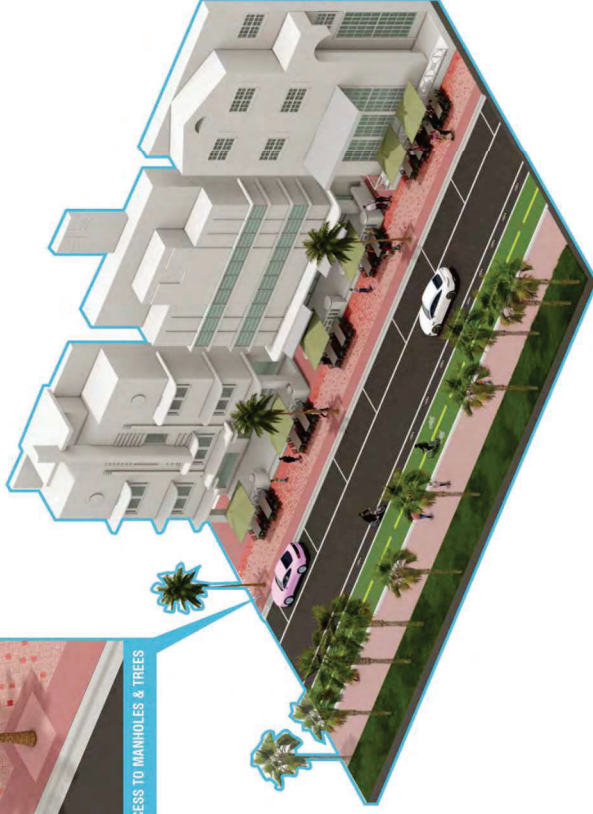
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## OPTION 05 SEATING

HERRINGBONE PATTERN/ PAVERS 4"X8"



ACCESS TO MANHOLES & TREES



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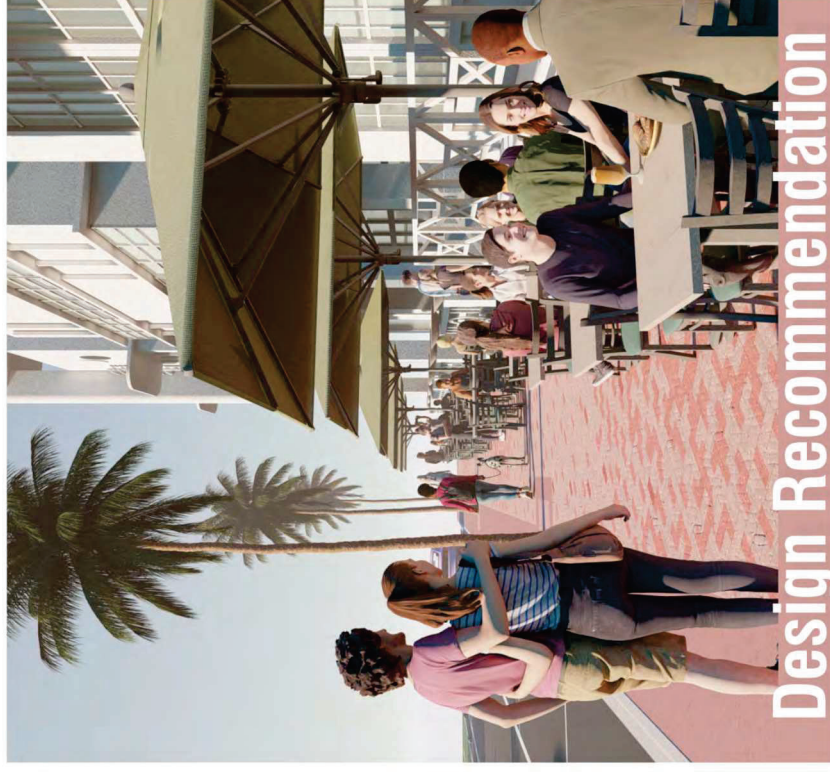
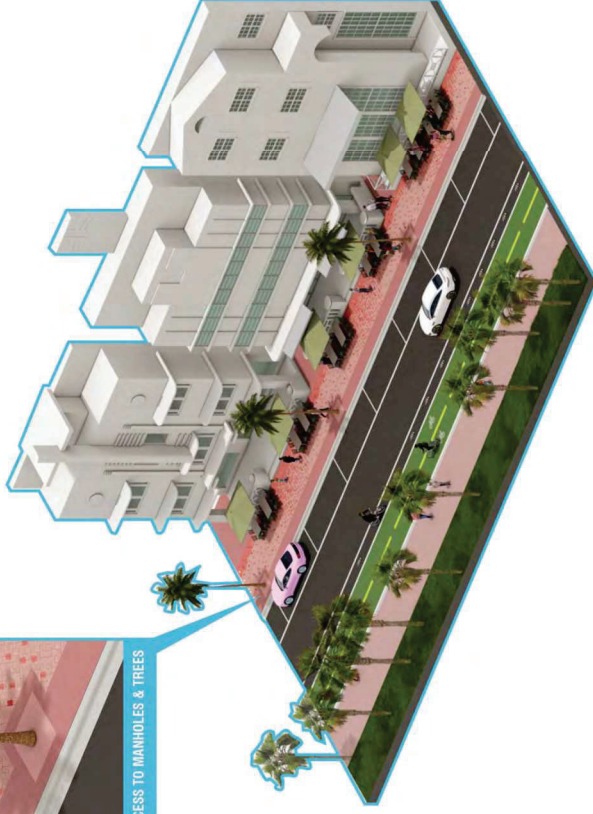
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## OPTION 05 SEATING

HERRINGBONE PATTERN/ PAVERS 4"X8"



ACCESS TO MANHOLES & TREES



## Design Recommendation

# Discuss lighting strategy for Ocean Drive



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PROPOSED ALTERNATIVES

# Turn

Design: FRIS & MOUTKE Design

**Turn** by Fris & Moutke Design is a new brand in the Focus program.

The luminaires in cast aluminium have silk-edged shades in clear glass. The housing is completed by a long ring in cast aluminium or a short, opal-white acrylic ring.

**Turn** is available as a spot with reflector or with optics for asymmetrical light.



TURN SPOT

**Turn Spot** is equipped with a long ring in cast aluminium for cut-off and anti-glare.

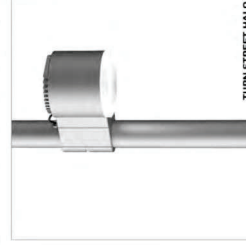
**Turn Spot Halo** is equipped with a short, opal-white acrylic ring, opening the luminaire and offering optical guidance.

Both spots are equipped with reflector and LED optics for asymmetrical light. The angles: narrow (12°), medium (19°), and wide (36°).

The spots can be adjusted horizontally around the post and vertically in the bracket. When holes have been bored in the post, the spots can be turned 90 degrees to both sides.



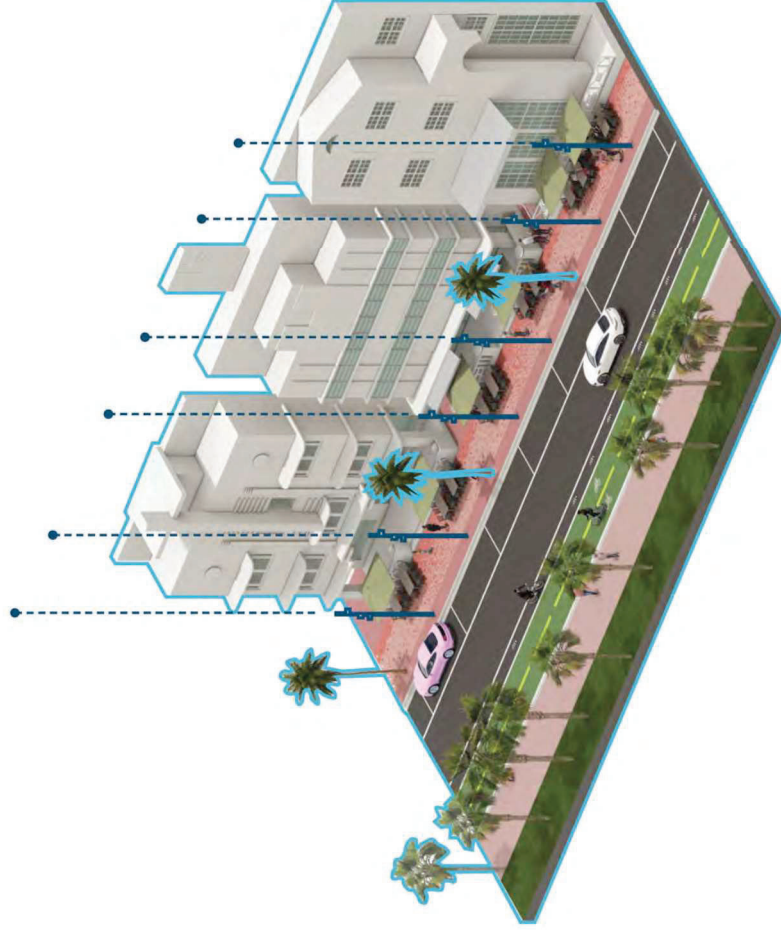
TURN SPOT HALO



TURN STREET HALO

**Turn Street Halo** is available in one version only. The casing with the short, opal-white ring opens up for asymmetrical light onto cycling lanes and pedestrian areas.

The street luminaire will be equipped with programmed LED and lenses for asymmetrical light.



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## Turn

Design: FRIS & MOLTKE Design



TURN SPOT

**Turn** by Fris & Moltke Design is a new brand in the Focus program.

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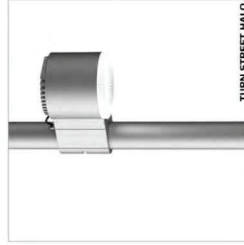
TURN SPOT HALO

**Turn Spot** is equipped with a long ring in cast aluminium for cut-off and anti-glare.

**Turn Spot Halo** is equipped with a short, opal-white acrylic ring, opening the luminaire and offering optical guidance.

Both spots are equipped with reflector and LED with light distribution in three angles: narrow (12°), medium (15°), and wide (38°).

The spots can be adjusted horizontally around the post and vertically in the bracket. When holes have been bored in the post, the spots can be turned 30 degrees to both sides.



TURN STREET HALO

**Turn Street Halo** is available in one version only. The luminaire is equipped with a short, opal-white acrylic ring, opening the luminaire and offering optical guidance up for asymmetrical light onto cycling lanes and pedestrian areas.

The street luminaire will be equipped with programmed LED and lenses for asymmetrical light.

Find our sales partner in your country under Contacts at [www.focus-lighting.dk](http://www.focus-lighting.dk)



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PROPOSED ALTERNATIVES

## FOCUS-LIGHTING



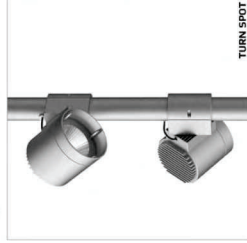
## Turn

Design: FRIS & MOUTKE Design

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**Turn** is available as a spot with reflector or with optics for asymmetrical light.

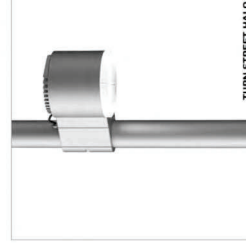


**Turn Spot** is equipped with a long ring in cast aluminium for cut-off and anti-glare.

**Turn Spot Halo** is equipped with a short, opal-white acrylic ring, opening the luminaire and offering optical guidance.

Both spots are equipped with reflector and LED optics. The optics are available in three angles: narrow (12°), medium (19°), and wide (36°).

The spots can be adjusted horizontally around the post and vertically in the bracket. When holes have been bored in the post, the spots can be turned 90 degrees to both sides.



**Turn Street Halo** is available in one version only. The casing with the short, opal-white ring opens up for asymmetrical light into cycling lanes and pedestrian areas.

The street luminaire will be equipped with programmed LED and lenses for asymmetrical light.

Find our sales partner in your country under Contacts at [www.focus-lighting.dk](http://www.focus-lighting.dk)



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PROPOSED ALTERNATIVES

## FOCUS-LIGHTING



## Recommended Fixture



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PROPOSED ALTERNATIVES



LIGHT FIXTURES ALLOW FOR THE  
INCORPORATION OF TURTLE-FRIENDLY  
AMBER LIGHTING AND DIRECTIONAL  
SHIELDS



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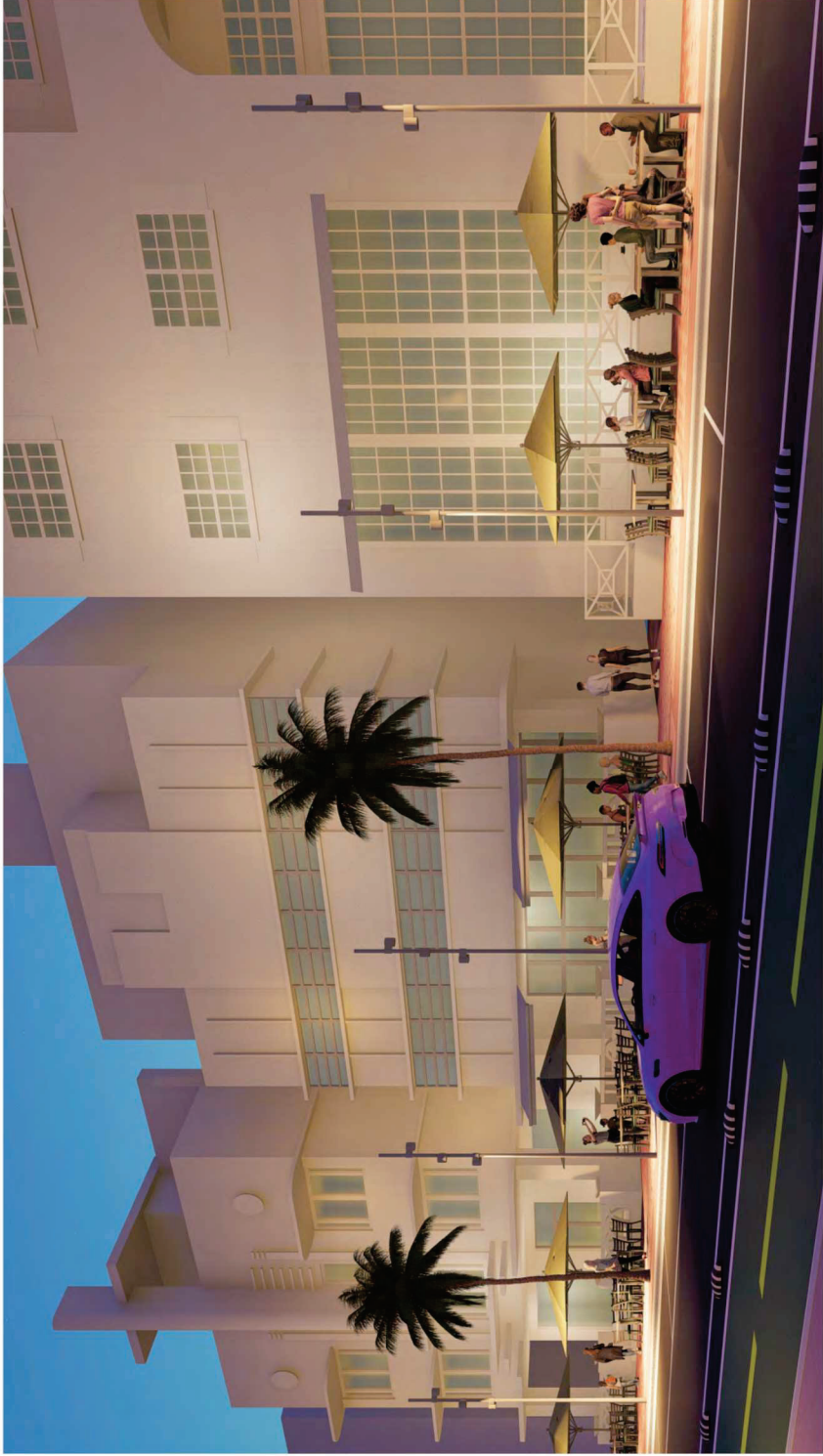
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### PROPOSED ALTERNATIVES

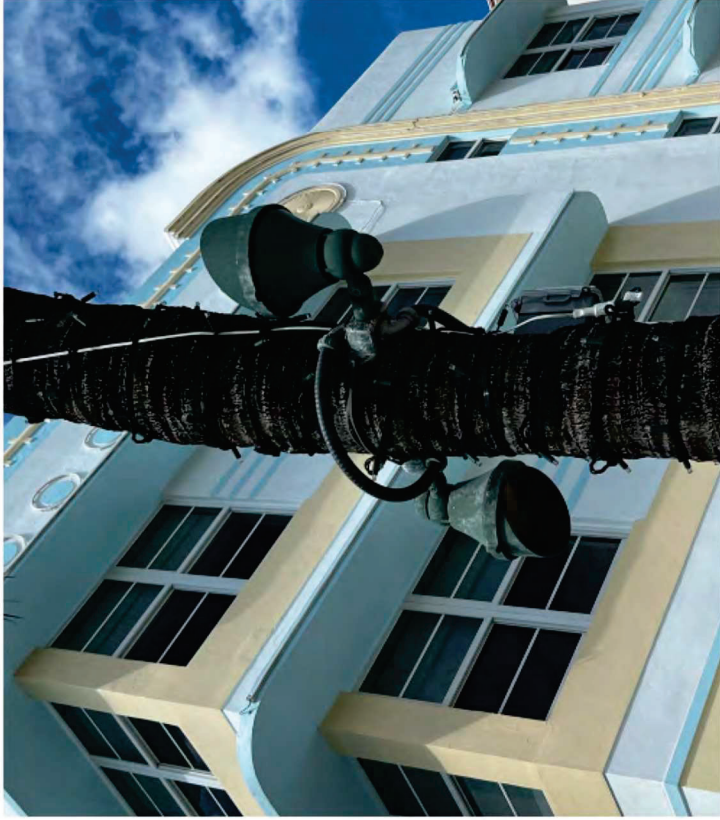




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## Design Recommendation



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PROPOSED ALTERNATIVES

# Summary of Recommendations

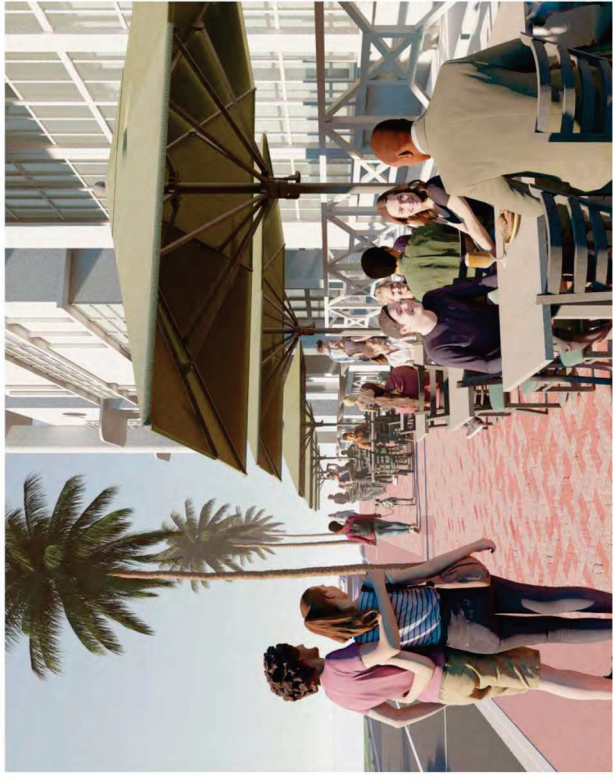
# 03



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# Design Recommendations



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