Margate/SR 7 Charrette
A Citizens' Master Plan

prepared by
Treasure Coast Regional Planning Council
South Florida Regional Planning Council

With and for the citizens of Margate.
The Process

The Margate Master Plan grew out of a public, seven-day charrette held from October 4th through October 10th, 2003. The Master Plan represents the citizens' vision for the future of the City of Margate.

The Charrette was held at the City of Margate Seniors Center and was well attended by residents, property and business owners, representing a diverse cross-section of the community.

The Treasure Coast Regional Planning Council's Design Studio and a team of professionals (A + S Architects and Planners; Daniel M. Cary and Associates; Glattting Jackson, Kercher, Anglin, Lopez, Rinhardt; ArE Solutions Inc.; Sarmiento Advertising; and urban designers Dana Little, Sita Singh, Shalendira Singh, Barry Mahaffey, Maria DeLeon Fleites, Jess Linn, and Anthea Gianniotis) assisted the citizens in studying the many challenges faced by the community, and proposed specific solutions.

The Charrette focused on the State Road 7 corridor and surrounding neighborhoods. Key issues addressed are listed on the following pages.

During the week of the charrette, the design team set up its studio at City of Margate community center, where the doors remained open to the public all week. A presentation of work in progress was held on Friday, October 10th. Residents, property and business owners, city staff and elected officials were present. Work continued in the weeks that followed the initial public workshop.

A series of final presentations by Treasure Coast Regional Planning Council staff will be held during the summer of 2004. This will be a time to collect further citizen and professional input, before adoption of the Citizen's Master Plan.
Aerial photograph of CRA and surrounding neighborhoods

Existing Conditions

A City in need of an identity and stronger sense of place
Characteristics of the Best Towns and Cities

Traditionally, towns and cities are made up of neighborhoods, each neighborhood ranging in size between 40 and 125 acres. In larger towns, where there are multiple neighborhoods, these may be clustered around a central business district or main street shopping area. Within neighborhoods there are ideally a diversity of uses and housing affordabilities, and residential densities may average between 6 and 10 units per acre across the entire neighborhood, with some houses occurring on large lots and some units clustered in the form of multifamily apartments or townhouses. Cities may have much higher average densities. With higher densities a greater variety of services are possible within close proximity to homes. Towns and cities recognized by residents as great places to live share these and the following characteristics:

**Well defined center and edge** - The best towns and cities have a strong sense of place. You know when you have arrived and you know when you leave. They do not sprawl and merge into one another and they have a recognizable center and heart. The center is the place people go to shop, do business, get news, and see their neighbors. The center usually occurs at an important intersection (Main and Main) where shops have maximum access and exposure. The town center is typically anchored by some important community civic building, such as a Town Hall, Library or Community Church. The civic building is situated on a public green or plaza that serves as a recognized gathering place for residents.

**A hierarchy of interconnected streets** - Great towns have a diversity of street types, serving all of the different purposes the community requires, and providing strong interconnection between a diversity of land uses. Streets end at intersections with other streets, forming a fine network of alternative transportation routes. The best places to live never undermine the power and value of the grid by closing streets to public use or gating off neighborhoods.

**Beautiful streets designed for both cars and pedestrians** - Streets are designed and viewed as part of the public realm, to be used equally by both cars and people. Equal attention is given to the functionality of the street to pedestrians and children, and its attractiveness as an address, as is given to its use by automobiles. Great towns recognize that large portions of the community do not have independent access to an automobile, but still need to be able to move around.

**A diversity of housing types and affordabilities** - All members of the community must be able to find a suitable place to live within the community. Communities need a great variety of people to function well, physicians and bankers, carpenters and shop keepers, teachers and baby sitters. If the community is not attractive to a few wealthy individuals, there may be no one to donate money to build a library. Without skilled and unskilled labor, there would be no one to repair a car or maintain landscaping.

**Places for work and shopping in proximity to housing** - Quality of life is improved when people are able to live in close proximity to workplaces and frequently used shopping destinations. Ideally, many residents should be able to reach centrally located work place and shopping destinations by walking, or by very short vehicle trips.

**Appropriately located sites for civic buildings** - Well designed communities have specially created and prominent locations for placement of their important civic buildings, such as churches, libraries, schools, and community meeting halls.

**Provision of a variety of parks and open spaces** - Communities address a variety of open space needs, including recreation fields, quiet places for meditation, and small open spaces where young children can safely play within shouting distance of their homes.

Citizens participating in the Margate Charrette recognized these principles and developed a series of requests consistent with achieving these characteristics of good places to live.

**THE ULTIMATE TEST OF SUCCESS:**

"THE EXTENT TO WHICH IT IS POSSIBLE TO ENJOY A HIGH QUALITY OF LIFE WITHIN A COMMUNITY WITHOUT HAVING ACCESS TO AN AUTOMOBILE."

The ability to own and operate an automobile should not be the prerequisite to enjoying a good quality of life; however, in much of Florida this is exactly the case. Significant portions of the population are either too young or too old to drive, and others can not easily afford a car. In the best communities children can walk to a playground, and the elderly are not forced to abandon their homes of many years because they can no longer drive a car.
Citizens’ Requests:

**WELL DEFINED CENTER AND EDGE**
- Define the community’s identity.
- Define three centers: Southgate, Downtown & Uptown.
- Incorporate the flea market/farmer’s market into the design of the downtown.
- Redevelop 8th Street as part of the city center.
- Build entrance features.

**HIERARCHY OF INTERCONNECTED STREETS**
- General improvements of the SR 7 corridor.
- Improve traffic flow and capacity.
- Improve connectivity between businesses along the SR 7 corridor.
- Establish connections through public open space and canals.

**BEAUTIFUL STREETS DESIGNED FOR BOTH CARS AND PEDESTRIANS**
- Improve the corridor’s physical appearance.
- Address problems between commercial and residential development along the corridor.
- Recommendations for bus stops, benches, trash cans, signage, and decorative pavers.

**A DIVERSITY OF HOUSING TYPES AND AFFORDABILITIES**
- Build new housing to accommodate all incomes.

**PLACES FOR WORK AND SHOPPING IN PROXIMITY TO HOUSING**
- Redevelop the Lakewood Mall.
- Provide opportunities for restaurants, movie theatre and hotel.
- Preserve and improve the existing Industrial Parks.

**APPROPRIATELY LOCATED SITES FOR CIVIC BUILDINGS**
- Relocate City Hall and the Police Station.
- City Hall should face the street.

**PROVISION OF A VARIETY OF PARKS AND OPEN SPACES**
- Allow access to the City’s waterfront.
Citizens’ Master Plan
POINTS OF INTEREST

1. Reconfigured Downtown: S.R. 7 As An Urban Greenway
2. Proposed Mixed-Use Redevelopment District On Properties Along S.R. 6, Beginning The City Limits
3. Proposed Redevelopment With Relocation Of Existing Businesses
4. Phased Redevelopment Of West Atlantic Avenue
5. Margate Town Center
6. Reconfiguration And Development Along W. Atlantic Avenue
7. New East-West Connection
8. Reconfigured S.R. 7 As A Traditional Boulevard
9. North West Medical Center - Hospital Expansion Plan
10. Uptown - A Mixed-Use District
11. Industrial District Proposed Improvements
Margate does not have a recognizable downtown or town center. It is not clear where the city begins and where it ends. The City is undifferentiated from surrounding areas along SR 7, and one could easily pass through this city of more than 50,000 residents without even knowing that you had been there. In its current condition, Margate is a City without any recognizable identity or strong sense of place. The centerpiece of the city is a green market that takes place 3 or 4 days a week at the old drive-in theatre at the end of Margate Boulevard.

Margate developed after WWII as a largely residential community at the edge of the Everglades. Its center was modest and poorly defined, and amounted to little more than a neighborhood strip shopping center. In the 1960s the town still had fewer than 3,000 residents. Margate today, has the population of a small city with the density of a suburb.

Establishing an Identity and Sense of Place

During the charrette process the residents identified two major concerns: the aesthetics and function of SR 7, and the lack of a sense of place within Margate. To address these issues they called for general improvements to the design of SR 7, and the creation of three important centers that would help to delimit Margate and define its character as a place. The first is “Uptown,” located at the north entry of the city, including the hospital property; ‘Southgate’, is at the southern entry to the city, south of the C-14 canal; and most importantly, a beautiful and easily recognizable “Town Center” and “Downtown” for Margate, which, includes the historic center of town, the green market property, and the Lakewood Mall area.

The importance of addressing the design deficiencies of SR 7 is obvious. In its current form, SR 7 is designed as a highway, and not as the front door and “Main Street” to Margate and the other communities it bisects. SR 7 should be designed to be functional, but the design should also recognize that SR 7 represents the front door of Margate, and is the first impression that one has of the community. SR 7 should be viewed as an important public space designed for both cars and people.

Creation of a real downtown and town center for Margate is essential to providing the city with a strong sense of place. The idea of establishing secondary centers at the north and south entrances of the city addresses the equally important issue of edge, and could resolve the difficulty posed by lack of physical separation between Margate and surrounding communities.

Identity and sense of place are most easily created by the combination of physical separation and clear design differences that set a city apart from surrounding areas, and at the same time make it a beautiful and special place to live. Where physical separation of communities is impossible, a strong edge can be provided that signals arrival at a unique place. Entrance features and gates can be used to signal arrival, but these alone will not have a significant impact unless the edge is reinforced by dramatic and noticeable shifts in design that set the community apart, from beginning to end. Creation of secondary mixed use centers at the north and south ends of the
City assures a strong and sustained visual impact upon arrival to Margate, and also provides shopping and service opportunities within close proximity to surrounding residential areas. The formation of three well designed centers in Margate, and their connection by beautifully designed street sections along SR 7, will provide the city with an identity and strong sense of place.

The importance of design and aesthetic considerations

The City needs to recognize that design, proportions and the detailing of all streets, buildings, structures, and street fixtures are important priorities that will have a lasting consequence on the city and on the value the city is perceived to represent to both residents and businesses. Where care has been taken to assure that design and aesthetics are given a high level of consideration, the result has been pride in community, strong economic development potential, and high property values.

The primary reason that communities do not get beautiful building and public works projects is that they focus almost entirely on the functional aspects of the project and space requirements, and often fail to even consider the impact poor design will have on the civic realm and public spaces of the city. A poorly conceived building scars the street and neighborhood for years, scaring away potential investors and inhibiting investment in nearby properties. When one fails to pay attention to design, an opportunity to improve the city is lost, and usually without reason, since good design does not have to cost a lot more, if it costs any more at all.

Care should be taken with every expenditure that the City of Margate makes to assure that it furthers, to the maximum extent possible, the goal of making the City a beautiful and special place.

The recommendations developed during the charrette process are intended to make Margate not only a beautiful city, but also an even better place to live. Good design protects and enhances property values and attracts residential and business investment. Pride in community is strengthened, and within communities that people love, they improve their properties, make investments, and sometimes even make gifts to the community in the form of libraries, parks, fountains and monuments.
TRANSPORTATION ISSUES

Overview

During the Charrette one of the highest priority issues related to the impact of SR 7 on the community. The team worked with various groups and stakeholders in looking at the transportation issues and needs for the SR 7 corridor and the City of Margate within the Community Redevelopment Area (CRA). Goals were structured to look from the big picture to specific focus areas and initiatives. The focus of the effort was geared toward balancing the needs of the transportation system to move traffic with those of other users of the corridor, including businesses, pedestrians, transit vehicles and bicyclists, while at the same time creating a beautiful corridor that does not divide the city, but rather exists as an important and central public space.

SR 7/US 441 Concepts

SR 7 is the major north-south arterial within the city of Margate. The nearest parallel and continuous north-south arterial is Rock Island Road, approximately one mile west of SR 7. Currently a six-lane facility with turn lanes at major intersections and driveways, SR 7 carries a large amount of regional traffic, especially at peak commute times. Over 55,000 vehicles per day traverse the intersection of SR 7 and West Atlantic Boulevard at the heart of the CRA district.

Due to the lack of an interconnected local transportation network, SR 7 also must function as the carrier for even extremely localized trips occurring within the corridor. Motorists wishing to travel to multiple destinations along the corridor are typically forced on to SR 7 as the only means of access between nearby uses. In some cases, due to barriers such as hedges and walls, and inadequate attention to details regarding sidewalk provision and design, one is precluded from walking and is required to drive along SR 7 to access even nearby otherwise walkable destinations. Additional friction in the form of turning movements caused by these type trips exacerbates the congestion caused by the large volume of regional trips on the roadway.

Connectivity in general is marginal within Margate. Neighborhoods are separated from one another and from work place, shopping, and recreational areas by canals and an incomplete grid system of streets. Portions of the City are completely separated from everyday services such as grocery stores. Few residents live within walking distance of necessary services, and even where the distances are not too great, sidewalks and proper pedestrian access are often missing.

Margate is blessed with a great number of beautiful canals. However, without the provision of periodic bridges, these canals isolate neighborhoods from services and recreational areas and increase vehicle trip lengths.

The absence of sidewalks, and poorly designed and maintained sidewalks, discourage all but the most intrepid from walking between destinations.
TRANSPORTATION ISSUES

Margate should aggressively seek opportunities to shorten trip lengths by providing more complete interconnected systems of streets and sidewalks, and should provide a better balance of land uses, with work places and everyday shopping needs provided closer to where people live.

During the Charrette, the team developed strategies to resolve these issues and to turn SR 7 into a beautiful public space that serves as the city's main access and image, rather than as a blight that divides the city and exists as a purely automobile oriented environment. The aesthetics of SR 7 are very important since this road represents Margate's front door.

“Uptown” area, it is recommended that frontage roads be provided. Frontage roads will provide on-street, store-front parking, alternative routes for short local trips, and will enhance bicycle and pedestrian usage. The provision of frontage roads will also enhance the redevelopment potential of adjacent properties, and their attractiveness to business.

Improve the connectivity of streets and sidewalks within the city, with particular attention to improving the connections between neighborhoods and places of work, shopping, and recreation.

Change the Zoning Code to require buildings to pull up to the street along SR 7, West Atlantic Boulevard and Royal Palm Parkway, with parking provided at the rear. When buildings are pulled up to the street and wide sidewalks are provided with appropriate landscaping and furnishings, these highways can be transformed into attractive public spaces and true Main Streets for Margate. Pulling buildings up to the street will also help to calm traffic and will help the visibility of retail and businesses.

Control access along SR 7 and identify opportunities to enhance the character of the roadway through plantings of street trees. The plethora of driveways and full median openings along SR 7 contribute greatly to the existing traffic congestion, as well as to the visual blight along the corridor.

The following section of this report illustrate these concepts in greater detail.

Strategies

Do not allow the cross-section of SR 7 to expand beyond its current six-lane configuration, except in those areas where frontage roads can be provided that allow for store-front on-street parking. If the number of curb cuts can be reduced, and some trips are provided by using alternatives to SR 7, it should never be necessary to expand SR 7 beyond its current six-lane configuration. The existing six lane configuration can be designed as a beautiful Street, a highway greater than six-lanes would increase the already existing division of the city.

South of the C-14 Canal, within “Southgate”, and at the north end of the city within the...
**A Hierarchy of Streets**

**The Existing Condition**

Margate has a good hierarchy of streets. Some are quiet lanes, others attractive tree divided avenues. A hierarchy of different street types is essential in order for a community to create the diversity of places that different household sizes and incomes requires. Regardless of scale, all streets should be designed as beautiful spaces that accommodate both cars and people.

![Margate Boulevard and Coconut Creek Parkway](image)

Margate has a good diversity of street types

Although Margate has a good hierarchy of street types, the largest and most important streets, such as SR 7, West Atlantic Boulevard, Coconut Creek Parkway and surprisingly even Margate Boulevard, exist as purely automobile places, and not places for people.

With the exception of limited access highways, like I-95, all streets and avenues should be designed for both cars and pedestrians. SR 7 and West Atlantic Boulevard are Margate's front door. They should be beautiful public spaces.

![A View of SR 7 near its intersection with Margate Boulevard. No attempt has been made to make the SR 7 corridor attractive to people. An undifferentiated piece of highway, nothing suggests one is in a special place.](image)

**TREASURE COAST REGIONAL PLANNING COUNCIL**

INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
The Champ E’Lysees of Paris is a bigger, busier street than SR 7, but unlike SR 7 it is a beautifully detailed public space, complete with street trees, wide sidewalks, furniture and care given to every element.
**Height-to-Width Ratios for Streets**

The height-to-width ratio of any space generates spatial enclosure, which is related to the physiology of the human eye. If the width of a public space is such that the cone of vision encompasses less street wall than sky opening, the degree of spatial enclosure is slight. The ratio of 1 increment of height to 3 of width is the absolute minimum if a sense of spatial enclosure is to result. As a general rule, the tighter the ratio, the stronger the sense of place and, often, the higher the real estate value. Spatial enclosure is particularly important for shopping streets that must compete with shopping malls, which provide very effective spatial definition. In the absence of spatial definition by façades, disciplined tree planting is an alternative. Trees aligned for spatial enclosure are necessary on thoroughfares that have substantial front yards and setbacks.

The City of Margate has a variety of street types. The necessary width of the street is one factor determining setbacks and what height buildings should occur on either side. As noted, where factors such as parking limit possible building height, street trees can help to provide the necessary enclosure.

**Examples of Ideal Street Sections showing height to width ratios**

**Street Section for SR 7 in Sections without frontage roads**

A good height to width ratio, enhanced further by trees.
Typical Section for a four-lane divided highway.
Section includes buildings pulled up to the sidewalk, wide sidewalks, and trees planted to provide shade and further definition of the space.

Typical section for SR 7 where frontage streets can be accommodated.
The provision of frontage streets creates a wider section, but one that can still be enclosed properly with 4 or 5 story buildings pulled up to the sidewalk.
This section includes wide sidewalks and trees planted for better definition of space. Frontage roads provide retail shops with on-street parking and additional buffer from traffic.
Median separating frontage road from travel lanes is sufficiently wide to accommodate shelters and benches.
Parking is provided on the street, or behind buildings in surface lots or garages. The roof area of the garages can be landscaped as an amenity to residential uses.
CREATING A SENSE OF ENCLOSURE IN THE ABSENCE OF SUFFICIENTLY TALL BUILDINGS

Existing condition along a section of SR 7. No sense of enclosure is provided by 1 and 2 story buildings set back from the street.

In the absence of sufficiently tall buildings, trees can provide some sense of enclosure and make the street feel more like a place.

Making SR 7 a Beautiful Public Space

SR 7 is a wide street, but not so wide that it cannot be turned into a beautiful public space. Within the proposed centers, including Uptown, Southgate, and the Town Center and Downtown, the construction of buildings 4 or 5 stories tall pulled up to the sidewalks should be encouraged to give the street a sense of enclosure. In between these more active centers, formal plantings of street trees can be used to provide enclosure and make the street feel more pedestrian friendly.

Ultimate design objectives for SR 7 vary with location. Within Uptown and Southgate, frontage roads are recommended. Within the Town Center, sidewalks with minimum width of 20 feet, and outside the centers sidewalks can be narrowed to minimum widths of 12 feet with 8 feet of a planted buffer. Throughout the city, the design of SR 7 should include: 1) minimizing the number of travel lanes to three in each direction, 2) provision of very wide sidewalks on both sides of the street, 3) provision of at least one, and perhaps two rows of a single species of shade trees along each side of the street, 4) provision of a single row of shade trees in a wide median, where a median is to be provided, 5) provision of bricked (traffic calmed) street crossings and signalization of key crossings, 6) well designed, full spectrum street lighting, and 7) underground utilities. The City should adopt a design for street lighting, benches, and bus shelters that is unique to the city and adds to its identity as a special place.

The redesign of SR 7 as a beautiful public space will encourage the redevelopment of the facing properties, and is a critical and important step toward giving the City a stronger identity and sense of place.
Frontage roads exist along sections of SR 7, and these provide the benefit of on-street parking to shops that locate in these sections. The Citizen’s Master Plan proposes frontage roads both within the Uptown Center, at the north entrance to the city, and within Southgate, at the south entrance to Margate.

As proposed, the frontage roads would include one parking lane and a single through lane for traffic. The frontage road would be separated from the main street section by a wide buffer area, sufficient for a double row of trees with bus shelters and benches. The buffer area supplements, but does not replace the need for a wide sidewalk in front of shops.

The sidewalk serving the buildings along the frontage road, should be slightly narrower than the 20 foot minimum width recommended for urban sections without frontage roads, but should be at least 15 feet wide, to provide sufficient space for outdoor seating, street lamps, benches, and a single row of street trees to complement those provided within the buffer.

The frontage roads and tree lined buffers should be designed and constructed as an incentive to attract development along the frontage streets. Buildings facing SR 7 within Uptown and Southgate and serviced by frontage roads, should be 4 or 5 stories tall, and ideally should have retail shops or commercial uses occupying the first floor facing the street.
Existing Condition - SR 7 across from Hospital  
Phase I - Removal of Above Ground Utilities  
Phase II - Curb and Gutter and Landscaping  
Phase III - Buildings up to the Street and Sidewalks
The Importance of an Interconnected Hierarchy of Streets

It is important that streets terminate in other streets, forming a fine network of streets, and small sized blocks. Where this is the case, the distance between locations is minimized, conserving energy, reducing air pollution, and ideally where there is a diverse mix of uses, making many destinations attainable by walking. In addition, a large number of alternative routes are created, assuring that no one route or street will become over crowded and congested with traffic.

Ideal Grid System of Streets
Short trip lengths, and alternative routes

Grid System Compromised by Large Block
Long trip lengths and few alternative routes

Where the grid system of streets is disrupted by unbridged canals and development walls, or where the continuity of the grid is lost because blocks have been consolidated to form large “super blocks”, the result is very significant increases in trip length, traffic congestion, increased energy consumption, and air pollution. Disruptions in the grid system also discourage pedestrian and bicycle use by increasing trip lengths and forcing pedestrians and the bicyclist onto busy streets that are viewed as too dangerous. Where parents are uncomfortable allowing children to walk or travel to school and play areas by bicycle, quality of life suffers.

Within Margate, connectivity has been compromised at various levels. At the largest scale, several very large developments have been approved with only one or very few connections to surrounding developed areas, and the city’s street system. By design, these projects force most, if not all of their own traffic on to SR 7. Their design disrupts the grid system of streets, forcing even local trips from surrounding neighborhoods to circumnavigate the developments boundaries by using a limited number of through roads, such as SR 7.

An increased number of strategically placed bridges or culverted crossings would increase connectivity and shorten trip lengths.

Margate also has an extensive canal system that reduces connectivity and increases trip lengths within the city, making it difficult to easily access even nearby destinations, and forcing use of major roads.

At the smallest scale, separations exist between the parking lots of adjacent businesses in the form of hedges and walls, and in other cases the sidewalks are either non-existent or too narrow. In such cases walking is discouraged even for short distances, and people are forced to use cars, further impacting the roadway system.
Improving Connectivity

Margate's best opportunities to improve connectivity within the city present themselves as parcels within the SR 7 corridor redevelopment. Frontage roads should be provided along SR 7 in the north and south roadway segments highlighted with double red lines in the aerial photographs to the right. These will help to interconnect businesses along these portions of the corridor, and reduce the number of trips required to use SR 7. Additionally, they will provide for on-street store-front parking, and provide for better pedestrian and bicycle connections.

Examples of opportunities to further interconnect neighborhoods and possible destinations are illustrated in yellow in the aerial photographs to the right. Other opportunities may present themselves as properties redevelop within the SR 7 corridor, and these should be aggressively pursued where they will result in better connections, shorter trip lengths, and particularly where they would facilitate pedestrian connections between residential areas and work place and shopping opportunities.

Beyond the opportunities indicated in the aerial photographs, Margate should look for strategic opportunities to provide pedestrian and bridge crossings across canals where such would better link neighborhoods to the downtown or recreational destinations. Additionally, wide walkable sidewalks should be provided to encourage more pedestrian and bicycle trips. Opportunities to improve connectivity within blocks along SR 7 are illustrated in the following pages. Currently adjoining businesses, and their parking areas are often separated by hedges or walls, with each business having a separate curb-cut. Separation results in more impacts to SR 7, creates inefficient parking areas, and discourages pedestrian visits to adjoining businesses. Intermediate and long term recommendations are illustrated that will improve the function, aesthetics and business climate along Margate's section of SR 7.

Missing Sidewalk Connections along Coconut Creek

Poorly Designed Sidewalks along Margate Boulevard

North End

South End

Opportunities to improve connectivity
**Existing Condition**

Parcels and adjacent parking lots are physically separated from one another by barriers such as hedges and walls forcing cars to access SR 7 even when visiting locations next door to one another. This creates unnecessary congestion on the highway and adversely impacts business. Buildings are set back from the street eliminating the sense of street enclosure that slows traffic, and making stores more difficult to see. Sidewalks are much too narrow and street trees have not been provided.

**Interim Solutions**

Parcel separations such as walls and hedges have been removed, with front and rear parking areas reconfigured to allow cars and pedestrians to move back and forth between parcels without use of SR 7. The number of curb cuts has been reduced. This configuration should improve traffic flow on SR 7 and also enhance business by not discouraging visits to adjacent locations.

**Build-out Solution**

Buildings are reconstructed into larger multi-story mixed-use structures and are pulled up to the sidewalk. Sidewalks are substantially widened and street trees provided. Parking is moved to the rear and curb-cuts eliminated. In this configuration shops are easier to see, traffic slows because of street enclosure, and traffic flow increases by reducing the number of curb cuts and providing rear access to buildings from side streets.

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**Model Block Location**

(just south of the hospital).

**Existing Conditions at SR 7, just South of Royal Palm Boulevard**

Buildings set back, parking areas separated, and too many curb cuts

**Interim Solution**

Pulling adjacent properties together

**Buildout Solution**

Redevelopment at higher densities with buildings pulled up to the street
IMPROVING CONNECTIVITY - MODEL BLOCK WEST OF SR 7, BETWEEN 15TH AND 18TH STREET

Existing Condition
Parcels and adjacent parking lots are physically separated from one another by barriers such as hedges and walls forcing cars to access SR 7 even when visiting locations next door to one another. There are a large number of curb cuts. This creates unnecessary congestion on the highway and adversely impacts business. Buildings are set somewhat back from the street and are a single story tall, eliminating the sense of street enclosure that slows traffic, and making stores more difficult to see. Sidewalks are much too narrow and planting of street trees has been minimal.

Interim Solutions
Parcel separations such as walls and hedges have been removed, front and back, and a continuous back alley provided to allow cars and pedestrians to move back and forth between parcels without use of SR 7. The number of curb cuts has been reduced. A continuous line of street trees has been provided along the street, providing some enclosure to SR 7.

This configuration will improve traffic flow on SR 7 and also enhance business by not discouraging visits to adjacent locations.

Build-out Solution
As buildings are reconstructed as larger multi-story mixed-use structures they are pulled up to the sidewalk. Sidewalks are substantially widened and street trees provided in the medians. Parking is provided in the form of a frontage road that interconnects the parcels to the rear. The number of curb cuts are reduced. In this configuration shops are easier to see, and are provided storefront on-street parking. Traffic slows because of street enclosure, and traffic flow increases by reducing curb cuts and providing rear access to buildings from side streets.
Existing Condition
Parcels and adjacent parking lots are physically separated from one another by barriers such as hedges and walls, in one case, forcing cars to access SR 7 even when visiting locations next door to one another. There is a rear alley, which should be enhanced behind retail frontages. Buildings are set somewhat back from the street and are a single story tall, eliminating the sense of street enclosure that slows traffic, and making stores more difficult to see. Sidewalks do not exist nor do street trees.

Interim Solutions
Parcel separations such as walls and hedges have been completely removed, allowing formation of a frontage road to provide storefront on-street parking and easy movement between parcels. Curb-cuts have been consolidated and improved, and street trees have been provided in the median separating the frontage road from SR 7.

Build-out Solution
As buildings are reconstructed as larger multi-story mixed-use structures they are, pulled up to the sidewalk. Sidewalks are substantially widened and street trees provided in the medians. Parking is provided in the form of a frontage road that interconnects the parcels and at the rear of buildings. Curb-cuts reduced and a sidewalk provided both at the building face, and under the trees forming the median separating the street from the frontage road (see page 47). In this configuration shops are easier to see, and are provided storefront on street parking. Traffic slows because of street enclosure, and traffic flow increases by reducing curb-cuts and providing rear access to buildings from side streets.
Traffic Calming Strategies

Traffic calming measures include narrowing of streets and planting of street trees close to the pavement edge, provisions for on-street parking, placement of monuments and plantings at mid-intersections, use of pavers at crosswalks, provision of bulb-outs to narrow ingress and egress points where streets intersect, and many other methods.

The objective of traffic calming is to slow traffic down, while still allowing it to travel through a neighborhood.

The best traffic calming methods create psychological barriers to speed rather than physical barriers. By planting large shade trees close to the edge of the pavement and creating a canopy over the street, drivers feel they are in a tight space and slow down. In addition the trees worry them, as do cars parked along the sides of the street.

Some traffic calming methods can also be used to beautify the neighborhoods, and call attention to them. At intersections small islands can be created like the one illustrated, that can include attractive tree plantings and markers or monuments.

The implementation of any traffic calming strategy should be done in close consultation with the adjacent neighborhoods and home owners. Small charrettes can be held within the neighborhoods to discuss various options and designs.

In budgeting for planted traffic calming islands or bulb-outs at intersections, it is important to include provisions for maintenance and watering of vegetation. In some cases this responsibility may be assumed by the neighborhood.
There are a great variety of street light designs available to cities. Alternatively, cities can choose to design their own unique street furniture, and make it part of the identity and signature of the city. This makes particular sense if the volume of orders is sufficient to reduce design costs to inconsequential levels. In choosing an appropriate design, it should be kept in mind that the goal of Margate should be to convert its streets into public places that are pleasant for both people and cars. In a sense, choosing street lights, benches, trash containers, and bus stops is like choosing furniture for an outdoor room.

The objective of the lighting is to cast a specific level of light on sidewalks, streets, and storefronts, and to display them in an attractive way. The design chosen will depend on the anticipated height of trees, the pedestrian activity levels expected, and on whether the street is a shopping street, or a residential area.

Full spectrum lighting is preferred. Avoid any lamp that tinges everything in yellow.

Lamps should be placed in a consistent line on the street, providing a sense of formality. Care should be taken in the location of lights, as with all other details of street design. Attention to details is what produces beautiful streets.

Electrical service and other utilities should be placed underground at the time State Road 7 is resurfaced if possible.

It is recommended that a single design be used consistently along SR 7 within the City boundaries. The design illustrated above is an option developed specifically for Margate during the charrette.
STREET FURNISHINGS - TRANSIT STOPS AND SHELTERS

Transit Stops

The City of Margate has its own internal transit system as well as a County transit system. Margate's system is popular and heavily used. Large numbers of people in our communities use transit. As our population ages, and as traffic patterns increase, the demand will be even greater in the years to come.

Transit systems require dignified and comfortable places for people to wait for buses. Shelters provided for transit riders are also useful for pedestrians and bicyclists to escape summer thunder showers. Where they are designed as small pieces of architecture, they can help to beautify the street. When they are poorly done, they can be eyesores.

Shelters can have a sufficiently large impact on the aesthetics of the city and therefore Margate should consider a design competition, with a contract to be awarded to the vendor that comes up with the most appropriate and attractive design consistent with the City's objectives and budget.

The shelter illustrated at the right was designed specifically for Margate during the charrette. It could be produced at a larger scale for major transit stops and transfer points.

Examples of Stops and Shelters with No Respect for Human Dignity, and No Architectural Value

Respect for Human Dignity and the Aesthetics of the City
Viable towns need recognized centers where residents can conveniently access shopping and business needs, see one another, and gather for important community events. Traditionally, markets, churches, and town meeting halls dominated the town or city center, and frequently these were clustered around an open space in the form of a town square or plaza. The town square or plaza was the center of community activity where people would congregate to get news and see their friends.

The proposed “Town Center” and “Downtown” of Margate is composed of three interconnected mixed-use districts: the Civic District (highlighted in red), the Park District (highlighted in green), and the Shopping and Entertainment District (highlighted in yellow).

Each of the districts is proposed to be made up of a mix of uses, including commercial, civic, residential and open space.

The Town Center is the most important of the three centers proposed for redevelopment (Southgate & Uptown) and should be given priority attention.
The Objective

Margate is a solid community and a good place to live. What it lacks is the organization and efficient structure that traditional cities enjoy, and the sense of place that comes with that organization. The real objective however, is to revitalize the city so that it is a pleasant and beautiful place to live, work, and raise a family. A place where children and elderly, not just people that can own and operate an automobile, have a high quality of life. A place where you can walk to the store, or to a movie. A place where hours are not spent in traffic.
The Proper Location of Civic Buildings

Civic buildings include Town Halls, Libraries, Schools, Churches, Post Offices and traditionally, Market Places and Theatres. Throughout history, those frequently used by all members of the community were provided convenient and central locations that could be easily accessed, and very particular care was given to the location of buildings that housed institutions held in high regard by the community, such as Churches, Schools, Libraries, and Meeting Halls. These most important buildings were often sited facing a public green or plaza, or within a larger open space. Frequently, civic buildings were sited to terminate an important street or vista.

Invariably, the plans drawn for the most beautiful communities included at their inception specific direction as to where important civic structures were to be located, and how they would be situated relative to the surrounding private sector lands. The location of public buildings was not an after thought, but rather part of the organizing frame work of the plan that was essential to creating a functional, healthy and beautiful community.

Although it was only partially implemented, Nolan’s plan for West Palm Beach stands as an example of the priority and care that should be given to the location of important civic buildings. Highlighted in red from top to bottom along Clematis Street, West Palm Beach’s historic main street, are the proposed locations for the public train station, city hall and the library. To the left is a church site, terminating the vista west along Hibiscus.

Likewise in the planning of Coral Gables, George Merrick recognized not only the importance of properly locating public buildings, but that by providing quality architecture, real estate value could be created on surrounding lands. His insight and vision has assured Coral Gables recognition as one of the most beautiful cities in Florida, and one with incredible real estate value.

The principles of town planning and real estate development that Merrick used to found Coral Gables apply just as well to redevelopment and revitalization efforts in the City of Margate.

Civic buildings in Margate are poorly located, and have little or no civic presence. They do not contribute to the identity of Margate. They are not visible from SR 7, are difficult to find, and without signage are not even recognizable as civic buildings.

City Hall and the Police Station face a parking lot on a side street, while turning their backs to Margate Boulevard, the old main street of Margate. City Hall has the design of a modern professional office building, rather than a civic structure. The Library/Community Complex share a large block with David Park. Although David Park is quite nice and the buildings are well maintained, these structures are devoid of civic character and appear to be ordinary office buildings. At the recognized center of Margate, these buildings do not define the center or contribute to the creation of a sense of place.
Margate’s Proposed Town Center and Downtown - The Civic District

Reorganization of the Civic District

The contribution of Margate’s civic buildings to the city’s character can be dramatically improved. City Hall is in need of expansion, and plans are currently under review to expand the Library. If these expansions are properly designed, Margate has an opportunity to improve the civic character of these structures while, at the same time, creating a focal point for the City’s historic town center.

The most significant proposed changes to the Civic District are illustrated in the diagram below. The existing City Hall building 1 is maintained as city office space and a beautiful multipurpose Town Meeting Hall 2 is constructed immediately to the east, facing a formal town green. Retail shops with residential above are proposed to replace the existing strip retail that currently exists north and south of Margate Boulevard. The buildings are aligned to enclose the proposed Town Square 4 on three sides. The Square faces SR 7 providing a proper setting for the new Town Hall. The existing strip mall facing Margate Boulevard should be renovated to add residential above, or replaced. The plan pulls buildings up to the street along SR 7 and Margate Boulevard, beginning to enclose the space occupied by these streets, and making them into beautiful and well proportioned public spaces rather than simply a highway. A parking structure is proposed on the existing parking lot, and the existing fire station is maintained in its current location while providing for future expansion.

The Relocation or Renovation of City Hall

The Existing City Hall/Police Station is poorly located, and there is nothing civic about the site this building occupies or its architecture. The building contributes nothing to the civic realm of the City or to its sense of place. Fortunately, the City has nearly outgrown the facility, providing an opportunity for its design shortcomings to be addressed. The City has three options for correcting the deficiencies of the existing plan:

1. The existing City Hall can be maintained as an administrative office building with a new Town Meeting Hall constructed on land to the east, facing the proposed Town Square and SR 7 (as illustrated in the diagram at the lower left),

2. The existing City Hall can be expanded and renovated to provide the building with a beautiful civic design and main public entrance facing the proposed Town Square, or

3. The existing City Hall could be surplused or leased as an office building, and an entirely new City Hall built to the east facing the proposed Town Square.

Beyond the obvious benefit of meeting space needs, a beautiful and well located City Hall will provide Margate with a public face and sense of identity, and also will represent a source of community pride. Because of the importance associated with the institutions represented by City Hall or Town Meeting Halls, such buildings have traditionally been given prominent and special locations, and relatively large amounts were invested in their design, construction and materials. Typically, buildings such as Libraries, Town Halls, Churches and Schools represented the best in architecture, materials, and craftsmanship, and they were built to last hundreds of years. The significant architecture and craftsmanship associated with these civic buildings heralded the esteem the community held for the institutions they housed. Such expenditures were viewed as prudent investments that created value on adjacent properties, and provided beauty that the whole community could enjoy.

The City Hall attracts a steady stream of visitors, and therefore it has the potential to anchor a Town Square, and Main Street shopping area. The City Hall on the Town Square creates an instant Town Center, with the activity associated with the building helping to enliven the Square, making it an attractive place to be and to see neighbors.

The power of particular public buildings to act as anchors to downtown shopping districts suggests that they must be viewed as a very valuable commodity that should be spent judiciously. Put another way, a poorly located public facility represents a significant expense to the community without the full benefit or return on investment that better locating the facility might have provided. Sadly, there has been a trend during the past few decades to locate public facilities on cheap land, ignoring the real value that...
these facilities traditionally have provided. Because the opportunity to invest in a Library or Town Hall may come along only once in several decades, and further because the cost of such facilities is relatively large, the decision as to where to put such buildings becomes perhaps one of the most important decisions community planners and elected officials will ever make.

Construction of a Separate Town Meeting Hall

The first option for Margate would be to retain the existing City Hall facility as a city office building, and construct an entirely new and separate Meeting Hall to the east of the existing building facing the proposed Town Square and SR 7. The facility would need to be of sufficient mass to “hold the space” of the Town Square. In order to provide sufficient mass, the building should be designed for broader purpose than city commission meetings; ideally the facility should accommodate town meetings, small plays and events such as recitals and formal receptions.

There are a number of potential advantages to this approach. Although such a building should cost significantly more per square foot than an office building, the expenditure would be focused on a smaller building that represents the most public aspect of a city hall program. As a result, it could produce the desired civic effect for much less money than providing the same quality of construction on a larger building designed to accommodate the entire city hall program. This approach would also provide a venue for a variety of community gatherings, and would therefore be a more likely candidate for charitable gifts of support than would a city hall. Additionally, meeting spaces have specialized operational needs that may be more economical to provide and maintain in a separate facility.

Although construction of a separate Town Meeting Hall has certain advantages, it may not be the best option for Margate. A meeting hall will not by itself, generate the pedestrian traffic and activity on the green that a full Town Hall would.

As a result, although the building would provide a beautiful face to the city, it may not have the same anchor benefits to adjacent retail shops and restaurants.
Constructing a New City Hall

The third and final option with regard to the city hall would be to build an entirely new facility, and surplus or lease the existing building as office space. If this option were followed, the building would be constructed east of the existing facility, facing the proposed town square.

All three options for the City Hall should be carefully compared before selecting any particular approach. Each has advantages. Before selecting a particular option it is recommended that the city hold a design competition. The competition will draw attention to the city’s commitment to improvement, and will spur interest in redevelopment of the surrounding properties.

All of the options require the acquisition of sufficient land for construction of both the building improvements and the Town Square at the front of the new City Hall. All of the plans anticipate the concurrent redevelopment of the shopping areas north and south of Margate Boulevard along SR 7. The CRA should either acquire this property, or work in partnership with the existing owners to trigger redevelopment consistent with the Citizens’ Master Plan.

The reconfiguration of City Hall and the creation of a central Town Square, as well as the plans for the old drive-in theatre property, should spur a great deal of interest in the development community. It can be anticipated that responses to an RFP that included both the shopping center parcels, the drive-in property and the industrial land along 8th Street would be particularly strong.
With the exception of City Hall, Margate’s most important and frequently used civic buildings are clustered within an interior block of the proposed Civic District, surrounded by low density single family homes. This is a convenient arrangement, but the mundane character of the buildings and the somewhat hidden location of the block, belie its important civic nature and undermine its contribution to creating an identity and sense of place for Margate.
In order to better connect the Library and Community Center block to the rest of the Civic District, special attention should be given to the design of the streets connecting this important block to SR 7 and Margate Boulevard. A formal planting of beautiful street trees and wide sidewalks should be provided along Park Drive and NW 58th Avenue to lead pedestrians to this important part of the Civic District.

Most importantly, the Library and Community Center buildings should be provided with better exterior design. In their present form, it is not even clear that they are civic buildings.

The city has recently reviewed plans submitted by the County to enlarge the Library. Every effort should be made to assure that the proposed addition includes improvements to the facade sufficient to make the building stand out as a civic structure.
Improving the Library's Character as a Civic Building

A library is the most public of civic buildings. It is open for use by everyone, regardless of age and regardless of income. Traditionally, libraries are considered one of the most important of civic buildings and frequently they represent the best of civic architecture. The care given to their design and construction reflects the importance that our society places on learning and scholarship.

The existing library in Margate was built as an extension of the Broward County Library System. It is a modest one story structure, without any particular architectural or civic character. The library is scheduled for expansion, but unfortunately, plans have already been submitted and reviewed. The proposed plans increase the space of the library, but do absolutely nothing to improve its exterior façade, proportions, or contribution to the civic realm of the city. As proposed, the changes simply make the building bigger.

Until implemented, it is not too late to improve the plans for the addition. Margate should work closely with the County to expand the program for this work to include changes to the proportions and façade of this important community building, to provide it with a beautiful civic character.

The drawing above illustrates how simple changes to the proportions of the building and the treatment of its façade could convert a very ordinary structure into an elegant civic building that adds value to the neighborhood and city as a whole. A beautiful public building also sends a message to children and residents that the institution represented is one worthy of honor.

The proposed changes will cost more than the simple addition proposed, but Margate should request the changes and should, if necessary, be willing to share in the cost of the upgrades. The additional investment will reflect well on both the County and the City, and will be repaid over time by increases in property values on surrounding properties and within the Civic District as a whole.

Changes to the façade are warranted, independent of the County's plan to expand the building. Because of these plans to expand the building, the changes can be made more economically if done at the same time.

Besides changes to the building, a stronger connection needs to be made between the streets linking the library to the proposed new City Hall and Town Square, Margate Boulevard and SR 7. Wide sidewalks and street trees should be planted along the streets that make these linkages.
View of the Margate Library After the Proposed Renovation
Space has been added and the building has been provided better proportions and a proper civic façade
The Community Complex and Senior Center share the David Park civic block with the Library. Like the library, these are important public buildings that should have a stronger civic presence than they currently display. The combined complex provides very good service to the community and the structures are very actively used, but the buildings do not stand out as civic buildings, and could easily pass as simple office space. Margate has grown into a small city, and will continue to grow. At some point in the near future these buildings will be in need of additional space or other improvements. When that time comes, the city should be prepared to substantially improve the contribution these buildings make to the civic realm of Margate and the Civic District.

The drawing at the right illustrates how the existing complex might be transformed into an elegant civic structure, by making changes to the buildings’ façade and roof lines. The changes proposed are not extensive, nor particularly expensive, and would greatly improve the civic character of the build-

Improving the Civic Character of the Community Complex and Senior Center

The Community Complex and Senior Center share the David Park civic block with the Library. Like the library, these are important public buildings that should have a stronger civic presence than they currently display.

The combined complex provides very good service to the community and the structures are very actively used, but the buildings do not stand out as civic buildings, and could easily pass as simple office space. Margate has grown into a small city, and will continue to grow. At some point in the near future these buildings will be in need of additional space or other improvements. When that time comes, the city should be prepared to substantially improve the contribution these buildings make to the civic realm of Margate and the Civic District.

The drawing at the right illustrates how the existing complex might be transformed into an elegant civic structure, by making changes to the buildings’ façade and roof lines. The changes proposed are not extensive, nor particularly expensive, and would greatly improve the civic character of the build-

Because the complex is made up of several buildings, the proposed changes could be made incrementally and need not represent a large budget expense in any one year.

Private sector funding is likely to be available for the improvements suggested to both the Library and Community Center. An effort should be made to raise at least a portion of the money to make the proposed improvements to both buildings from community donations. It is easiest to raise money privately if the project to be built is of sufficient lasting value and beauty to be worthy of having one’s name associated with the project.

“Make no small plans, for they have not the power to move men’s souls.”
The façade, proportions and roof line have been changed to give the building a proper civic presence.
The Park District sits at the eastern terminus of Margate Boulevard, and occupies the most central and critical portion of Margate’s Town Center and Downtown. Currently the area is dominated by a largely vacant parcel of land that once was home of the Margate Drive-in Theatre. This parcel is today home of a weekend flea and green market. Also included within the District boundaries is the 8th Street industrial area, a motel, and a very nice ACLF facility that faces the waterfront.

During the charrette process, there was a great deal of concern raised regarding the flea and green market. On the one hand people liked the fact that the green market existed, and they generally enjoyed visiting the market. A general criticism was raised however, about how the property looked, and most felt that in its current form the property was an eye-sore and blight on the city. The consensus was that the market could be retained, but should be reconfigured and designed as an appropriate center-piece to the City.

As proposed, the Park District plan calls for the complete redevelopment of most of the land included within the district, with the exception of the existing ACLF property. The ACLF should be left in place as an appropriate use, but the City and CRA are encouraged to work with the property owner to allow conversion of the open space on the water side of the property into a public park that could be accessed from the Town Center by two bridges. Negotiations for use of the waterfront could include an agreement to substantially improve the property as a park that would benefit both residents of the ACLF and the general public.

Within the fully redeveloped portion of the district is included a beautiful public park that is designed to accommodate the weekend green market and other events in an improved format, a mixed use residential neighborhood with ground floor retail facing the proposed park and SR 7, a parking garage, and a significant and beautiful monument at the north end of the park, identifying the park and Margate as an prominent destination.
Margate's Proposed Town Center Park

Designed as a beautiful centerpiece to the city, and an improved venue for the weekend green market and other events.

Monuments in parks identify them as special places of significance and also identify the city as an important place. Margate should conduct a design competition before selecting a design to be implemented.

View of the monument from SR 7, traveling south

Concept drawing for an impressive monument at the northern end of the Town Center Park
The primary problem with the existing green market is that it does not look good as the centerpiece of Margate. On days when the event does not occur, the property's appearance is dismal, giving the city's center a blighted look.

The green market should be retained as a use, but the property it occupies should be reconfigured as a city park that accommodates the green market and potentially other events. The drawing at the left shows how the market might be provided a much better venue that always looks good and adds to the character of the downtown in a positive way.

The building terminating the view is a beautiful pavilion intended to house a portion of the green market and other events that might be scheduled within the park.

The entrance to the district is framed by new mixed use retail and residential buildings that front the street and SR 7.
Proposed Townhouses and Apartments within the New Mixed-Use Park District Neighborhood

The Park District Mixed-Use Residential Neighborhood

South of the proposed park and green market area, between the park and the Shopping and Entertainment District, is a proposed mixed use residential neighborhood. As envisioned, the neighborhood is denser than surrounding areas, increasing the diversity of housing types and affordabilities within the Civic District. A neighborhood at this location should be attractive for several reasons. It would be a short walk from the proposed city park and the Shopping and Entertainment District. It would also be a short walk from David Park, the Library and the Community Center.

The value of this neighborhood would be further enhanced by the mix of uses provided in buildings facing the park and SR 7, providing close access to restaurants, cafes and shopping.

Parking would be provided on-street, and in a proposed parking garage that would also serve the park during the green market.

The CRA should acquire this property and bundle it with the existing retail on both sides of Margate facing SR 7 as part as an RFP. Due to its location and size, the combined offering would be attractive to a large number of developers.
The Shopping and Entertainment District

Existing Conditions

The Shopping and Entertainment District includes properties fronting on SR 7 and West Atlantic Boulevard (particularly those at the intersection of SR 7 and West Atlantic), the Wal-Mart parcel, the Lakewood Mall property, and residential properties west of Banks Road on the north side of the lake.

The Wal-Mart facility is now open. The Lakewood Mall has been partially renovated, but still includes a large amount of vacant square footage. The Mall negates a spectacular view of the large lake on its north side and generally underutilizes the property it occupies. Residential properties that exist at the southeast corner of the lake, west of Banks Road also underutilize the land that they occupy and in some cases are in need of extensive renovation.
The Proposed Plan for the Downtown Shopping and Entertainment District

The proposed plan creates a shopping and entertainment promenade along the waterfront lined with restaurants and small shops, with residential apartments above. Restaurant space would also be provided on the water, helping to partially enclose the street and create a focal point on the promenade's water side. The retail promenade dissolves to the east into a small waterfront park and civic building. The small building in the park could house a tea room with a clock tower.

Along the waterfront, ground floor shops are provided on both sides of the new east/west street that divides the property, along West Atlantic, and on the main connections between this street and the waterfront promenade. Residential above the shops should be required. The only exception to this residential requirement is the Movie Theatre, which should be provided a carefully designed and landscaped surface parking lot that could be used for both parking and festivals.

The majority of parking is provided within one or more parking garages, concealed within the larger building footprints. The parking garages should be lined on all sides by retail or residential uses.

Residential and retail buildings along West Atlantic and SR 7 (not shown in the illustration at the right) should have sidewalks at 20 to 30 feet in width, providing a nice walking area, a buffer from traffic, room for trees and shelters, and sidewalk cafes with outdoor seating. One of the goals of the plan is to fully tame West Atlantic and SR 7 within the downtown, making these streets into beautiful spaces that the walking public feels very comfortable inhabiting.

As part of the long term redevelopment of the area, the plan calls for the replacement of several residential buildings along the water with a public park and 3-story courtyard buildings and townhouses. The project provides an opportunity to develop high-end housing within the Town Center and Downtown, thus better diversifying the city's housing opportunities. Existing homeowners could be provided units within the redeveloped area.
Young People need a safe and healthy place to socialize and be with their friends. The Margate Teen Club could host sailing, swimming, dances and recreational activities in a club of their own within the waterfront park.

Redeveloped Lakewood Mall includes residential apartments, townhouses and courtyard buildings, shopping and entertainment uses (including restaurants and a movie theatre), organized as an upscale neighborhood centered on a waterfront promenade and public park. The increased density of development on the site is accommodated by providing reduced parking requirements and by provision of parking within parking garages enclosed by shops and residential uses.
The Uptown District includes two primary areas: the hospital property to the south, and the large commercial/office parcel on the west side of SR 7, just south of the Sample Road overpass. The hospital has aggressive expansion plans and was considering acquiring additional property at the time of the charrette. A medical professional building is currently under construction on the east side of SR 7 across from the hospital. The large commercial/office parcel includes a strip mall anchored by a new Home Depot Floor Store and a large meat market. The property contains undeveloped parcels. The success of the shopping area has, to date, been disadvantaged by the Sample Road overpass, but might do better if it had a clearer and more specialized focus.

The Citizens’ Master Plan envisions Uptown as two specialized districts. To the north, a mixed use commercial district is proposed, which would play off the theme of the Home Depot Floor Store and focus on home furnishings, decorator products, and related services. With focus, the property could draw a large number of customers from the surrounding neighborhoods, and even regionally. The property would include retail space, showroom and office space, as well as some residential opportunities.

To the south, the existing hospital property would be infilled to reconfigure the existing facility into a beautiful and largely self-contained pedestrian hospital campus, including housing for nurses and interns, medical office space, and supporting services such as coffee shops, restaurants, gift and sundry stores.

Combined with attention to the east side of SR 7, the compact design of these districts would provide a strong impact on the traveler entering Margate from the North.
It is recommended that the District have a specialized focus such as home furnishings, home decor, and associated services, in order to differentiate itself from general retail shopping areas along SR 7. Designed in a compact mixed-use format, the district would stand out as an attractive and unique place to spend time. The district would include not only retail and showroom space, but restaurants and coffee shops, and beautiful plazas and greens for relaxing. The edges of the district could include residential and live/work accommodations. The addition of residential is important to activating the streets and open space, making them pleasant and safe to be in.

Home furnishing uses do not create the same high demand for parking as other retail uses. Parking is accommodated on-street, and in a surface parking lot that could be converted to garage parking if warranted.

The plan includes a clock or bell tower entry feature to Margate along SR 7. The tight format of the project will signal that one is entering a special place.

The mix of uses and urban format of the project make it stand out as a special destination, and a pleasant place to shop.
The hospital has aggressive expansion plans. A medical professional building is currently under construction on the east side of SR 7 across from the hospital. Rather than acquiring additional property and sprawling to the point of losing close association between buildings and services, the hospital should consider developing on the existing surface parking lots, and replacing these lots with a central structured parking facility. By taking this approach, the entire property could be pulled together as a self-contained and walkable campus. Proposed uses would include expanded facilities for the hospital, medical professional space, residential units for nursing staff and interns, retail uses such as restaurants, cafes, gift and sundry stores, and beautiful greens and plazas for relaxing and waiting. The goal would be to create a convenient and pleasant environment for visitors as well as the hospital staff.

As proposed, a parking structure has been situated between the two main buildings of the hospital, and the structure has been lined by apartments to hide it from view, helping to create a beautiful street along the central north-south axis of the property. Buildings have been added in between existing structures to provide additional space, and to help create the well proportioned public spaces that would exist between buildings in the form of streets, greens and plazas.

By following this approach, the hospital could approximately double in size, and provide a broader mix of uses and services, without acquiring additional land.
The Citizen’s Master Plan calls for the redevelopment of the entire Southgate corridor, transforming SR 7 from a highway that divides the city into a public gathering space that residents from the surrounding neighborhoods can congregate within. This is accomplished by configuring SR 7 with frontage roads south of the C-14 Canal, and pulling buildings of 4 to 5 stories up to the wide sidewalks and greens that are proposed to line the redesigned corridor, thereby enclosing the space it occupies, making it feel like an outdoor room.

The buildings fronting SR 7 would be mixed use structures with commercial uses below and residential or office space above. Sidewalks within the district should be a minimum of 20 feet wide, and designed to accommodate tables, street trees, stoops, and street furnishings such as benches shelters for transit riders. The residential density along the street will help to assure activation of the space, and make it feel like a place that people belong. Attention should be paid to all the details of the street to make it into “the living room of the surrounding neighborhoods”.

“The Living Room of the Surrounding Neighborhoods”
Margate should work with FDOT to prepare for the reconstruction of the existing bridge across the C-14. Its replacement should be a beautiful bridge that adds to the beauty of the city. The bridge could double as an access point to a linear park system that runs along the C-14 Canal through the City, interconnecting a series of neighborhood access points including the existing small park at Rock Island Road.

The use of the wide South Florida Water Management District Right-of-Way could be negotiated with the District, and would provide a great amenity within the City.
View of Proposed New Bridge over the C-14 Canal on SR 7
Helping to create an identity and pride in community.
SR 7 South of the C-14 Canal, designed as a beautiful Boulevard with wide sidewalks and frontage roads for parking.

The street section includes sufficiently wide sidewalks to allow for cafe tables and plenty of room for pedestrians and street furnishings such as street lights and benches. Street lighting, benches and shelters are beautiful and unique, designed specifically for Margate. The frontage road on each side of SR 7 provides for on street parking and a buffer from traffic. A wide tree lined separation is provided between the frontage road and street, sufficiently wide for shelters, benches, and comfortable walking.
The South Gate Neighborhood

Well designed mixed-use buildings, 2 to 3 stories tall are pulled up to the street. Wide sidewalks, neighborhood greens, and carefully considered streetscapes combine to make the streets beautiful and pleasant places for people as well as cars, setting Margate apart from surrounding communities.
IMPLEMENTATION
IMPLEMENTATION

Priorities and Project Management

The Citizen’s Master Plan represents a vision intended to guide City and CRA actions and investment toward a well defined objective. The plan is comprehensive, and includes a large number of proposed improvements and redevelopment opportunities. Not all of these opportunities should be pursued immediately, attention and resources should instead be focused on those opportunities that are strategically most important to achieving the long term objectives of the plan. It will take many years to fully implement the plan, but steady progress can be made toward implementation, and the City will improve with each step.

Items Requiring Immediate Attention

Negotiations with FDOT regarding the design of State Road 7. It is important that as soon as possible, the City of Margate and the CRA share with FDOT their design objectives for SR 7 and begin working with the FDOT to develop funding and implementation strategies. It is vital that the City focus its attention on assuring that any SR 7 improvements within Margate are designed in conformance to the proposed vision included within the plan. There is a fairly long lead time required to coordinate and implement significant changes, and it is critical that the FDOT be made aware of the proposed design changes as quickly as possible so that opportunities are not lost.

Negotiation with Broward County and the Library System, regarding the architecture of the Margate Branch Library. As noted in this report, the County is proposing changes to the existing Library building to increase its square footage. Although the proposed changes will be beneficial, the proposed designs will not improve the mundane character of this important civic building. The City should work with the County to increase the scope of the proposed project to include the façade changes recommended in this report.

Priorities for the City should include:

1) a maximum of 6 through lanes, 3 in each direction along SR 7 in Margate,
2) provision of frontage roads, designed as prescribed, east and west of SR 7, north of Royal Palm Boulevard and South of the C-14 Canal,
3) 18’ - 24’ wide median, planted with a continuous row of canopy shade trees such as Live Oak,
4) 12’ - 24’ sidewalks (as described in the plan), with a continuous row of canopy shade trees on each side of the street,
5) transfer of ROW not used for the road or first 12’ of sidewalk to the City, so that management of the remaining 12’ of sidewalk in front of buildings can be administered by the City,
6) bricked pedestrian crossings, with appropriate signalization at the intersection of SR 7 and West Atlantic Boulevard, at Margate Boulevard and SR 7,
7) accommodations for future changes in signalization as required by the plan,
8) decorative street lights, and
9) buried utilities.

It should be noted that the City may need to participate in the funding of some items outside of normal FDOT practice, but what is most important is that no action is allowed that would preclude the early implementation of the street sections proposed.

TREASURE COAST REGIONAL PLANNING COUNCIL

INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
IMPLEMENTATION

The CRA and City should work with Wal-Mart to assure that necessary connections between the proposed Park District Neighborhood and the Shopping and Entertainment District can be implemented in an efficient and attractive format. Some approvals have already been provided to Wal-Mart, and before the project is fully approved and issued certificates of occupancy, it is recommended that the CRA obtain assurances that Wal-Mart will participate in the implementation of the plan. It is important that the connections between the Park District and the Shopping and Entertainment District be sufficiently well done to be attractive and interesting to pedestrians.

An Implementation Leadership Team should be established that meets weekly to report progress on implementing priority items. It would be effective for the City Manager, CRA Director, Planning Director and other department heads assigned implementation responsibilities to meet weekly to report progress on implementation of assignments.

High Priority Items

The City should adopt the Citizens’ Master Plan, by resolution, as the vision of the City for its ultimate build-out.

The City should develop and adopt the necessary Land Use and Zoning Code amendments required to encourage and allow implementation of the plan, including necessary changes to the City's Comprehensive Plan. This is undoubtedly the most important early step that the City must take regarding implementation of the plan.

The City is advised to review the Downtown Master Plan developed for West Palm Beach as a model that has been accepted by DCA, and has proven effective and fairly easy to administer. West Palm Beach has been very successful in encouraging the redevelopment of its downtown and has developed a number of models that may be useful to the City of Margate.

The most difficult task will be to convert the City's existing FAR approach to zoning, to a model based on building form, which is critical to the implementation of this plan. It is necessary to assure that no Burt Harris takings result from the conversion, which is accomplished by assuring that landowners have as much or more development potential after the conversion as they did before. Ideally, the revised code should provide incentives for redevelopment of lands, in a way that the value of property is not increased without the redevelopment actually occurring. If land value is increased without requirements for construction of the desired product, it may have the effect of slowing the redevelopment process.

This issue is best addressed by providing limited duration zoning incentives. A significant increase in development potential (consistent with the goals of the plan) is provided for a limited and defined period of time, and becomes effective only if the required building type is actually built within the time frame. This is a “use it or lose it” incentive. Nothing prevents the landowner from proceeding with development of the base amount allowed in the plan after the incentive period runs out, but the bonus of density is only granted if development actually occurs within typically a 4 or 5-year period. This allows the City to provide incentives that do not permanently increase the value of land, which is very important.

The CRA should update its plan to make it consistent with the adopted Master Plan. Such action is necessary to give the CRA the authority to implement aspects of the plan.

The City should establish an expedited review process. A process should be established that makes it easy for developers to get approvals for projects that are consistent with the adopted Master Regulating Plan, and Zoning Code for either the entire city or the Town Center portion of the City. It is recommended that this process focus on the CRA initially, and expand to other portions of the City as experience is gained with the process.

The CRA should acquire the industrial parcels along 8th Street, and should negotiate a partnership or acquire control of the old drive-in property and strip shopping areas at the intersection of Margate Boulevard and SR 7, necessary to implement the Civic District and Park District portions of the Citizen’s Master Plan.
IMPLEMENTATION

The CRA should issue a single RFP for all portions of the Civic and Park Districts of the Town Center and Downtown proposed for redevelopment. A well constructed RFP for these combined parcels (the commercial area west of SR 7 and north and south of Margate Boulevard, the old drive-in property, and the industrial land on 8th Street) should be well received by the development community, and the Master Plan should help the City articulate its goals and objectives. Ideally, it would be best if the CRA were able to negotiate a contract with the existing owners of any partnered property, to firmly establish the cost of acquiring that land. Alternatively, the City could agree within the RFP to use its powers to acquire the property, at the respondents cost. Typically however, respondents want a fixed acquisition cost so that they can fully evaluate the viability of the project.

Redevelopment of these combined properties in good form will trigger extensive redevelopment interest in adjacent areas along SR 7. The success of this endeavor will move Margate in a direction that will assure that the goals of the plan are achieved to a full extent.

Respondents to the RFP should not be required to precisely conform to the drawings included within the Master Plan, but should be expected to comply with intent and principles reflected in the plan.

The City should make a commitment to reorient or reconstruct City Hall in accordance with the options provided in the Master Plan and conduct a design competition to determine the appropriate approach. It is not essential that this move take place immediately; however, as proposed by the Citizens’ Master Plan, the City Hall becomes the anchor and center piece of the new Town Center and respondents to any RFP for the area will want to see the City’s commitment to implementing their portion of the plan. It is important that the City recognize the importance of this move. A conceptual commitment to move forward would open avenues of discussion with prospective respondents to the RFP. Recognition of the long term commitment would also help to guide shorter term decisions regarding the improvement of the existing City Hall/Police Station and its ultimate use. To the extent that the reorientation is critical to the redevelopment of the Town Center, the CRA may be able to participate in funding solutions.

In order to assure adequate economic energy to the Civic District, the City should work with FDOT to continue Coconut Creek Parkway across SR 7 to Margate Boulevard. Directly connecting Coconut Creek to the Civic District and Margate Boulevard will benefit both the commercial viability of businesses along Margate Boulevard, but also those just east of SR 7 on Coconut Creek. These locations are within easy walking distance of each other, but access to both would be benefited by the new connection.

Moderate Priority Items

The CRA and the City should work with the ownership of the Southlake Mall, the Hospital, and the “Uptown Property” to facilitate the redevelopment of these properties in a manner consistent with the Citizens’ Master Plan. Redevelopment of these properties is essential, and should be facilitated by providing the necessary rezoning and Comprehensive Plan changes necessary to implement the proposed plan. In general, review and approval of projects that are consistent with the vision of the Master Plan should be expedited and assisted to the greatest extent possible.

Continue to reinforce the City’s role with the State Road 7 Collaborative in establishing directions for the future.

Pursue Regional Activity Center Designation. The City should support the adoption of standards by Broward County to promote infill and mixed use development along the State Road 7 corridor, and should seek designation as an Activity Center.

The CRA should commission a market analysis. The analysis would help the CRA to determine the extent and types of retail and businesses can be supported by the area. The CRA should then work with a retailing expert to attract and properly locate such businesses.

A design competition should be conducted to select transit shelter and street light designs within the City. Consideration needs to be given to the design of bus and transit shelters, street lights, and other street furnishings to be used within the City, and consideration should perhaps be given to holding a design competition, with the winner awarded the contract for providing the selected shelters. Again such competitions draw attention to the City and its commitment to become a special place.

The City and CRA should consider retaining the services of a City Urban Designer with a strong background in architecture and urban design. In the short term these services can be acquired by contract, but as the City matures consideration should be given to sharing a full time position between the CRA and the City’s Planning Department. Typical duties of the City Urban Designer include: preparing conceptual plans for the development of parcels, designing counter proposals to developer submitted plans that are not consistent with the City’s vision, reviewing building and development plans for consistency, and developing design guidelines.
Longer Term Priorities

The City should discuss with South Florida Water Management District the possibility of developing a waterfront linear park within the land owned by the District along the C-14 Canal. The Water Management District has entertained such proposals in the past, providing the designs do not compromise the District’s ability to maintain its facilities. There is sufficient Right-Of-Way along the C-14 Canal to develop a beautiful linear park and bikeway that would benefit a number of neighborhoods and the city as a whole. A detailed plan should be developed for the linear park. It could be implemented in phases, and would likely qualify for grants and funding.

The City and CRA should work with FDOT to assure that when the bridge crossing of the C-14 Canal is scheduled for replacement, that it is replaced with a beautiful piece of infrastructure that becomes a landmark and contributor to the City’s identity. The bridge should be viewed as an opportunity to beautify the city. The city should consider conducting a design competition for the bridge.

Ongoing Assistance

The City of Margate and the Margate CRA have put together a team of very competent professionals with wide ranging experience. Their greatest difficulty with implementing the recommendations of this report will undoubtedly be time. A large amount of time-consuming work will be needed to move this plan forward expeditiously.

Both South Florida and Treasure Coast Regional Planning Councils have developed a team of experts that can provide cities with supplemental man-power and experience, should time constraints make such assistance necessary. The Councils can direct City staff to model ordinances, RFPs, models for design competitions, and development regulations and codes that can simplify the task of developing these documents. Assistance in actually preparing such documents is available on a contractual basis.
The Charrette Process
Views of the residents drawing their ideas
The citizens' plans
Presentation of the Group Plans
The Design Team at Work
THE DESIGN TEAM

TREASURE COAST REGIONAL PLANNING COUNCIL

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Glatting, Jackson, Kercher, Anglin, Lopez, Rinehart: William Walker
Urban Designers: Sita Singh, Dan Cary, Dana Little, Jess Linn, Anthea Gianniotis, Maria DeLeon Fleites, Shailendra Singh, Barry Mahaffey
ArX Solutions Inc.: Patricio Navarro, Daniel Baschkeker, Gonzalo Navarro
Sarmiento Advertising: Guillermo Victoria

Images from the October, 2003 Charrette
Margate Senior’s Center, Margate, Florida.
June 20, 2004

The Honorable Arthur J. Bless, Mayor
City of Martin
3700 Martinique Boulevard
Martin, FL 33950

Dear Mayor Bless:

I am pleased to work with the partnership that has developed between the City of Martin and the other members of the State Road 7/US 441 Collaboration. The State Road 7/US 441 Collaborative is a unique partnership that shares one common goal: to improve the corridor as a whole by coordinating local resources and planning to promote the economic viability, aesthetic improvement, transportation, and safety of the corridor.

Beginning at an initial meeting of governments called the U.S. 441/State Road 7 Economic and Aesthetic Redevelopment Committee, with the guidance of the South Florida Regional Planning Council, the committee evolved into the formal organization known as the State Road 7/US 441 Collaborative. Today, the Collaborative is moving ahead with initial steps to achieve its goals to revitalize the corridor:

- Promote economic development and business expansion.
- Coordinate aesthetic improvements for signage and landscaping.
- Adopt local use policies that support mobility.
- Create design standards for transit facilities.
- Enhance pedestrian safety.
- Involve the involvement of stakeholders in planning and implementing projects.
- Create an overall vision and Master Plan for the corridor.

It is close from the Citizens' vision of the corridor will work to promote these goals. If this is the desired path of the City, then many new steps will be necessary. The South Florida Regional Planning Council and the Collaborative partners will work to assist you.

In addition to the City of Martin, the Collaborative's membership includes each of the 14 local government jurisdictions that span the State Road 7/US 441 corridor: Broward County and the cities of Coconut Creek, Coral Springs, Davie, Fort Lauderdale, Hollywood, Lauderdale Lakes, Lauderdale-by-the-Sea, Miramar, North Lauderdale, Parkland, Plantation, and Tamarac. The Seminole Nation of Florida, also a major stakeholder in the corridor, is an important partner in the future success of the Collaborative planning process. The Collaborative also includes an ex-officio member, the Broward County Metropolitan Planning Organization (MPO), Broward County Planning Council, School Board of Broward County, Florida Department of Transportation, South Florida Water Management District, and South Florida Regional Planning Council, which also provides administrative support for the Collaborative.

In 2002, the South Florida Regional Planning Council and Broward MPO applied for and received federal funding in the amount of $2 million to prepare a Strategic Master Plan for the entire corridor. A portion of the benefits of this design charrette plan. The Treasure Coast Regional Planning Council Design Studio was selected by the Collaborative to assist each jurisdiction with creating a unified vision for the corridor.

The Collaborative is working to have local use policies that support the local voices be adopted by Broward County; is preparing a model future land use amendment package and zoning overlay that may be utilized by each local government along the corridor, is preparing a market assessment, is coordinating school impact assessments and needed improvements with the School Board; is helping to coordinate transportation improvements with all transportation agencies, is conducting infrastructure assessments, and is identifying strategies and sources to fund identified improvements.

Currently, the Collaborative has been awarded $1 million for roadway median landscaping improvements for the Corridor. A portion of these resources will be available to the City in July 2005 and upon endorsement of the Citizens' vision. Currently there are over $300 million in transportation improvements scheduled for the State Road 7 Corridor. Many more improvements, as detailed in this plan, are needed. The Collaborative is working to ensure that these needs are met through incorporation in Transportation Improvement Plans and federal funding requests.

Additionally, the South Florida Regional Planning Council is coordinating the State Road 7 Community Network. In 2001, the Council applied for and received funding from the John D. and Catherine T. MacArthur Foundation to work with business owners, property owners, residents, elected officials and stakeholders from the corridor and provide assistance in crime prevention. Members of the community are encouraged to participate in forums that will be designed to maximize individual benefits from these improvements and new opportunities.

For more information about the State Road 7/US 441 Collaborative, the State Road 7 Community Network, or the South Florida Regional Planning Council, please visit www.sflpc.com or call Mr. David Dahlstrom, AICP, Senior Planner at (561) 985-4414 or contact Mr. David Dahlstrom, AICP, Senior Planner at daviddd@cityofmartin.com or (561) 985-4414.

Sincerely,

Carolyn K. Deake
Executive Director
CAD/IA
June 23, 2004

Mr. Wade Walker
Gannett Jackson, Kercher, Anglin, Logan, Rosental
33 East Pine Street
Orlando, FL 32801

Re: State Road 7 Model Land Development Code Letter of Intent: SR7-004

Dear Mr. Walker,

I am pleased to inform you that your Statement of Qualifications submitted in response to our Letter of Intent was one of our two top ranked responses. The Selection Committee is interested in hearing more from both top ranked teams. We are anxious about selecting one of the two teams to work with.

The Selection Committee would like to learn more about how your firm operates and how you utilize your expertise to benefit the needs of the State Road 7 Collaborative in creating a complete land development code that can be utilized by each jurisdiction to guide redevelopments. We are particularly interested in how your firm or team has dealt with comprehensive projects, your experience in developing and updating code, your proposed organization structure and management plan, including project manager and organizational structure, scope of services and a cost estimate to perform those tasks.

We hope that you or a member of your team will be able to present to our Selection Committee on Monday, July 12, 2004, at 4:00 p.m. at the offices of the South Florida Regional Planning Council, 2402 Hollywood Boulevard, Suite 140, Hollywood, FL 33020. We are interested in a half-hour presentation (max) to address the topics listed above. We will then have a question and answer period, followed by the presentation of the second team.

After the presentations, the Selection Committee will convene and will submit a recommendation to the Executive Director of the South Florida Regional Planning Council. Upon concurrence of the Executive Director, the South Florida Regional Planning Council will begin to enter into a Professional Services Agreement with selected teams. If agreement cannot be reached, then the Council will have the right to withdraw its offer.

I look forward to your participation. If you have any questions please contact me at (954) 960-4416.

Sincerely,

David Delitan

3440 Hollywood Boulevard, Suite 140, Hollywood, Florida 33021
E: david@srpc.com; T: (954) 960-4416; F: (954) 960-4417
S: SRPC Fax 472-6417; E: ddelitan@srpc.com; W: www.srpc.com

MODEL LAND DEVELOPMENT CODE
EVALUATION SHEET

1. Describe the level of experience in writing land development codes with an emphasis on Transit-Oriented Development Codes and vertically-integrated mixed use developments. For each project referenced the Selection Committee should be able to compare, contrast, or project applicability to the State Road 7 Project. (Up to 20 Points)

2. Describe your proposed organizational structure and management plan. The Selection Committee should be able to clearly identify the Project Manager and the level of involvement and role of each of the identified team members. (Up to 25 Points)

3. Describe the scope of services that your firm or team will be able to provide. The Selection Committee should be able to clearly understand what services will be provided and how they will be provided. (Up to 20 Points)

4. Estimated cost of services to complete to perform the above reference tasks. The Selection Committee should be able to determine a fee structure to provide the services available. (Up to 25 Points)

5. Demonstrates ability to meet project needs. The Selection Committee should be able to determine that the firm or team can meet the needs of the project. (Up to 10 Points)

Total Points Available: 0-100