This Master Plan document represents the efforts, ideas, and vision for the future of the SR 7 corridor within the jurisdictions of the City of Miramar and the City of West Park. The designs, illustrations, and graphics included within this report are meant to convey that vision and are conceptual by nature.
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THE MIRAMAR/WEST PARK CHARRETTE

The Process

The Miramar/West Park Citizens’ Master Plan grew out of a public, seven-day charrette held February 5th through February 11th, 2005. The Master Plan represents the citizens’ vision for the future of the SR 7 corridor within these jurisdictions.

The charrette was held at the Miramar Civic Center and was well attended by a diverse cross-section of the community including residents, property owners, and local business representatives. The charrette focused on the SR 7 corridor and the surrounding neighborhoods. Key issues addressed included drainage and revitalization plans for the SR 7 corridor, intensification of mixed-use development along the corridor, establishment of a town center for the new City of West Park, and creation of a competitive industrial/commercial/workplace district.

The Treasure Coast Regional Planning Council’s Design Studio (Michael Busha, Marcela Camblor, Wynsum Hatton, and Dana Little) and a team of professionals [(A + S Architects and Planners (Derrick Smith); Daniel M. Cary and Associates; Glattin Jackson, Kercher, Anglin, Lopez, Kochi, Walker); ArX Solutions Inc. (Patricio Navarro, Gonzalo Navarro, Lucio Sanjuan, Adrien Ferrini and Alejandro Trejo); and urban designers Sita Singh, Shailendra Singh, Maria DeLeon Fleites, Steven Fett, and Jess Linn] assisted the citizens in studying the many challenges faced by the community and proposed specific solutions.

During the week of the charrette, the design team set up its studio at the new Miramar City Hall facility where the doors remained open to the public all week. A presentation of work in progress was held on Friday, February 11, 2005. Residents, property and business owners, city staff, and elected officials were present.

Work has continued following the initial public workshop. A series of final presentations by TCRPC staff will be held in the summer of 2005. This will be a time to collect further citizen and professional input before adoption of the Citizens’ Master Plan.

THE TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
The Study Area

The charrette focused on SR 7 and the adjacent neighborhoods and districts between Pembroke Road to the north and County Line Road to the south. The City of Miramar has jurisdiction over lands west of SR 7. Lands east of SR 7 are included in the newly formed City of West Park.
The SR 7 corridor between Pembroke Road and County Line Road is in need of redevelopment and revitalization. A clear vision for this area, SR 7 improvements, and recent investments in Snake Warrior’s Island Park will help to attract strong residential and commercial investment interest.
GOALS AND OBJECTIVES - GENERAL PRINCIPLES

Characteristics of the Cities, Towns, and Neighborhoods

Towns are made up of neighborhoods with each neighborhood ranging in size between forty and 125 acres. Where there are multiple neighborhoods, they are typically clustered around a central business district or main street shopping area. Within neighborhoods, there are a diversity of uses and housing affordabilities with residential densities averaging between six and ten units per acre across the entire neighborhood. Some houses occur on large lots, and some units are clustered at higher densities in the form of multifamily apartments or townhouses. Cities may have much higher average densities, especially if located near transit facilities. At higher densities, a greater variety of services are possible within close proximity to homes. Towns and cities recognized by their citizens to be great places to live share these and the following characteristics.

A well-defined center and edge. The best towns 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, for 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 an important community civic building such as a town hall, library, or community church. The civic building is typically 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 a strong interconnection between a diversity of land uses. Streets terminate at intersections with other streets forming a fine network of alternative transportation routes. The best places to live never undermine the 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 move around. The ability to own and operate an automobile should not be the prerequisite to enjoying a good quality of life. However, much of Florida is the case. Significant portions of the population are either too young or too old to drive, and others cannot 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.

The ultimate test of success

“A well-defined center and edge.”

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 including physicians, bankers, carpenters, shopkeepers, 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 if 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, theatres, and community meeting halls.

Provision of a variety of parks and open spaces. Communities have 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.

Districts. Larger towns and cities often include specialized districts. Districts include industrial and research parks, universities, and entertainment areas or attractions. The best districts include a variety of uses that complement and support the primary function of the district.

Citizens participating in the Miramar/West Park Charrette recognized these principles and developed a series of requests and recommendations consistent with achieving these characteristics along the SR 7 Corridor between Pembroke Road and County Line Road.
Citizens’ Requests:

**Well-defined center, edge, and identity**
- Build entry features to Miramar and West Park
- Build a special architectural feature at the intersection of SR 7 and SW 37th Street
- Build a mixed-use town center on the Home Depot property at SR 7 and Pembroke Road

**Hierarchy of interconnected streets**
- Maintain the interconnectivity of streets throughout the study area
- Maintain SR 7 at a maximum section of six lanes and implement traffic-calming strategies on Sutton Road

**Beautiful streets designed for both cars and pedestrians**
- Improve the SR 7 corridor’s physical appearance
- Add landscaping, wide sidewalks, pedestrian-scale lighting, street furnishings, and pavers in crosswalks
- Increase building heights along SR 7, to range from three to six stories, and
- Hide parking behind buildings
- Make SR 7 pedestrian friendly with a mix of uses

**A diversity of housing types and affordabilities**
- Build new housing to accommodate all incomes
- Encourage mixed-use buildings that include residential

**Places for work and shopping in proximity to housing**
- Eliminate storm water retention areas fronting SR 7
- Encourage the development of shopping at the intersections of Miramar Parkway, Pembroke Road, and County Line Road

** Appropriately located sites for civic buildings**
- Provide areas for new schools
- Identify a civic location for a new city hall for West Park

**A variety of parks and open spaces**
- Build neighborhood and pocket parks
- Incorporate storm water retention into parks located within residential neighborhoods

**Special districts**
- Improve the Industrial Parks in Miramar and West Park
- Encourage live/work opportunities within the industrial park.
Citizens' Master Plan

Treasure Coast Regional Planning Council
Indian River - St. Lucie - Martin - Palm Beach
TRANSPORTATION ISSUES AND STREET DESIGN
TRANSPORTATION ISSUES OVERVIEW

Transportation System Issues

During the Miramar/West Park Charrette, a number of transportation system issues were identified that generally fell into one of three categories: the design of the proposed SR 7 improvements relative to how storm water issues were being addressed by the Florida Department of Transportation, improving the functionality of the street system, and improving the aesthetics of the highways and streets serving the community.

SR 7 Storm Water

The greatest concern voiced by residents and business owners during the Miramar/West Park Charrette was the plan being proposed and implemented by the Florida Department of Transportation to accommodate storm water runoff generated by the SR 7 project. Citizens understood that the FDOT is required to meet certain standards for storm water retention and detention. The concerns were focused on the methods and locations being proposed to meet storm water retention standards and adverse impacts on the City of West Park tax base.

Specific concerns included the direct impact the proposed plan would have on commercial properties along the corridor, the very disproportionate impact on properties within the new City of West Park, the impact the proposed drainage areas would have on redevelopment efforts, and the inconsistency of the idea of providing storm water facilities adjacent to SR 7 given the vision of transforming SR 7 from a highway into an urban boulevard. Citizens also expressed concern about noise and aesthetics associated with the proposal. Unlike buildings, storm water retention areas would not act to buffer the noise of the street from residential areas. If these retention areas are fenced and not fully integrated into the design of the neighborhoods, they could become unattractive collectors for roadside litter.

Functionality

The Miramar/West Park charrette study area has a fairly dense network of interconnected streets and a good hierarchy of street types. Traffic functions relatively well within the study area compared to other sections of SR 7. The great variety of street types provides the study area with a diversity of locations that can easily meet a broad spectrum of residential and business needs.

A dense network of streets has many advantages. The dense network provides alternative routes between destinations. The network reduces congestion by distributing traffic across many alternative routes. It also provides greater capacity with the same number of lane miles of asphalt. Street networks also reduce average trip lengths between destinations in turn reducing fuel consumption, travel times, and air pollution.

A diverse hierarchy of street types is important because the needs of different residential and business types vary. Single-family homes do best on quiet streets with limited through traffic. Multifamily residential and courtyard style apartments prefer larger streets that can accommodate the greater number of vehicle trips that will be generated.

Similarly, commercial uses vary in their needs. Certain uses with very large market areas such as a Home Depot or a town center need to be located along a busy main arterial. Others commercial uses such as a well-designed small neighborhood store can occur on small streets within neighborhood residential areas.
TRANSPORTATION ISSUES OVERVIEW

As the Miramar/West Park area redevelops, it is important that the existing levels of connectivity be maintained and enhanced by breaking the larger blocks (shown in red below) into smaller development increments. Opportunities for adding to the street network as large parcels redevelop are illustrated throughout the report.

Concerns were also raised regarding the need to assure that connectivity is provided between adjacent businesses as the area redevelops. Oftentimes parcels are required by zoning codes to provide separations in the form of landscape buffers or walls, and this requirement forces separate curb cuts for access. Multiple curb cuts and separations between adjacent parcels unnecessarily burden the road system and eliminate opportunities for shared parking and business interaction.

Better interconnection between adjacent businesses encourages more customer visits and can add economic value to the associated businesses. This is one of the advantages of a strip center. Customers park once and may visit several shopping destinations. Rather than requiring separation, adjacent business addresses should be encouraged to interconnect and share both parking and access.

During the charrette, citizens also raised concerns about the signalization of main arterial intersections, the possible reconfiguration of certain complex intersections, and the need to traffic calm certain neighborhood streets.

During the reconfiguration of SR 7, the Citizens’ Master Plan recommends signalization of several key intersections. On SR 7, signalization of SW 21st Street is recommended to facilitate access to and from the proposed town center. Signalization is also recommended at the intersections of Sutton Road, SW 57th St, and SR 7 to facilitate the connections between the neighborhoods east of SR 7 and the new proposed park and potential school site, as well as the existing Snake Warrior’s Island Park. Signalization should also be added to the intersection of Pembroke Road and SW 58th Avenue to facilitate access to the proposed town center and workplace district.

Traffic calming strategies were recommended for several streets including Sutton Road, SW 62nd Avenue, and SW 58th Avenue. All three of these streets have the potential to carry increased levels of traffic, and residents felt that the streets should be traffic-calmed methods discussed in this report.

In addition to the improvements noted above, the Citizens’ Master Plan also recommends a reconfiguration of the intersection of the short diagonal section Barry Road, just south of Hallandale Beach Boulevard, and SR 7. The plan also addresses the need for multi-use paths that can be shared by pedestrians and bicycles and includes recommendations for minimizing minor turn bays on SR 7. The FDOT road-widening plan currently does not provide for the use of multi-purpose paths.

In the treasured image, the condition to be avoided is businesses separated by walls and hedges creating limited interconnections between parcels and curb cuts at each parcel and negate opportunities for shared parking.

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Aesthetics

Besides interconnectivity and traffic calming, residents also expressed concerns during the charrette about the aesthetics of SR 7 and many other streets within the study area. In its current form, SR 7 is designed as a highway and not as the front door and "Main Street" to the Miramar/West Park area or to any other community that this highway bisects. SR 7 should be designed to be functional, but the design should also recognize that SR 7 represents the front door of many communities, for it is the first impression that one has of many communities. SR 7 should be viewed as an important public space designed for both cars and people.

Both the City of Miramar and the new City of West Park should recognize that design, proportions, and the detailing of all streets, buildings, and structures fixtures are important priorities that will have a lasting consequence on the community and the value the area 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 cities should coordinate on roadway and building design issues to ensure compatibility.

The primary reasons that communities do not get beautiful buildings, roads, and public works projects are two fold. First, the focus is on the functional aspects of the project, such as space requirements or capacity, and often fails to consider the impact that poor aesthetic design will have on the civic realm and public spaces of the city. There is a lack of understanding that a poorly conceived building scars the street and neighborhood for years. Consequently, potential investors are scared away inhibiting investment in nearby properties.

The second primary reason for the lack of aesthetic in the built environment is that there is a narrow view of the project or failure to properly define it. If SR 7 is only perceived as a structure designed to move a certain number of automobiles, no consideration is given to the street space. On the other hand, if streets are viewed as part of the public realm that functions to move cars and to be a pleasing place for people and businesses, the result will be entirely different than the current state of SR 7.

When one fails to pay attention to design, an opportunity to improve the city is lost. Good design does not have to cost a lot more, if it costs more at all. Care should be taken with each expenditure to assure that it furthers, to the maximum extent possible, the goal of making the community a beautiful and special place.

SR 7 as a beautiful boulevard designed for both people and cars. The corridor could accomodate buildings between three to six stories. Images intended to depict building placement and scale only. It is not descriptive of a proposed architectural style.

Ideal commercial street designed as public space for people and cars.

Ideal residential street.

T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L

Critical to this vision is the redevelopment of commercial properties along the corridor with wide sidewalks, street trees, and mixed-use, and three to six story buildings pulled up to the street. The transformation of SR 7 into a beautiful boulevard that is attractive to both people and cars requires that buildings properly enclose the street space to form the walls of a great outdoor room or public space. Large gaps between buildings undermine the sense of place and spatial enclosure and hurt retail since large spaces between buildings discourage people from walking through the gap to the next retail location.

All of the redevelopment plans for all of the communities along the corridor pay particular attention to important intersections such as the intersection of Miramar Parkway and SR 7. In all of the redevelopment plans for the SR 7 corridor, there is no plan that suggests the displacement of commercial uses at important intersections for uses such as storm water treatment. Contrarily, key intersections are recognized as important main and main locations were retail and commercial activity can thrive and encouraged.

The provision of open space and water features along the highway also removes the commercial buildings as an effective buffer between the traffic of SR 7 and nearby single-family residential areas. Large buildings are designed to tolerate the noise and activity of a busy street much better than is a single-family home.

A final concern related to the aesthetics of the storm water storage and attenuation facilities. Such facilities can be incorporated into a park setting, and if carefully designed add value to surrounding residential areas. Within commercial areas, and along busy streets, they are likely to be fenced off, poorly maintained, and serve as accumulators of roadside litter.

Recognizing the need to address the drainage needs of the project, residents and planners worked during the charrette to develop an alternative plan for providing the needed storm water retention and detention. The alternative developed addresses the drainage needs of the project, but eliminates the negative impacts of the proposed FDOT plan while enhancing the value of properties and the likelihood of redevelopment within the study area.

The FDOT Drainage Strategy for SR 7

The greatest concern voiced by residents and business owners during the Miramar/ West Park Charrette was the plan being proposed and implemented by FDOT to accommodate storm water runoff generated by the SR 7 project. Participants understood FDOT is required to meet certain standards for storm water retention and detention. Concerns and criticisms of the FDOT plan were focused on the methods and locations being proposed to meet these standards.

Specific concerns raised during the charrette included the direct impact the proposed widening would have on commercial properties along the corridor, the very disproportionate impact on properties within the new City of West Park, the impact the proposed drainage areas would have on redevelopment efforts, the inconsistency of the idea of providing storm water facilities adjacent to SR 7 with the vision of transforming SR 7 from a highway into an urban boulevard, and noise and aesthetic concerns.

The FDOT proposes that the majority of the storm water detention and retention facilities (ponds) be located immediately adjacent to SR 7 on commercial properties east of the highway within the jurisdiction of the new City of West Park. Approximately nineteen percent of the potential commercial frontage has been removed and re-dedicated to storm water attenuation between Pembroke Road and County Line Road east of SR 7 within West Park. Only approximately 1.8% of the commercial frontage is impacted west of SR 7 within the jurisdiction of Miramar.

The removal of commercial properties from the tax rolls has both an immediate and long-term financial impacts on municipal revenues and is significant given the redevelopment potential of commercial properties within the corridor. This impact is particularly onerous for new and small cities such as West Park that have little opportunity to grow their tax base except through redevelopment.

The consistent vision of communities within the SR 7 corridor has been the transformation of SR 7 from a congested and busy highway into a beautiful and economically vibrant urban boulevard. The FDOT Drainage Strategy for SR 7 - DRAINAGE
The Citizens’ Counter Plan for Storm Water Attenuation

Because it was a key issue and major concern of residents and business owners within the study area, special attention was given to the issue of how best to address the storm water treatment needs of the SR 7 project, without negative impact to the long term redevelopment potential of the area, or quality of life.

In evaluating alternatives to the existing FDOT plan for addressing storm water treatment and storage, it was noted that although treatment facilities have a negative impact when located adjacent to commercial corridors such as SR 7 such facilities enhance residential areas especially when combined with parks and open space. Dry retention facilities are often used by children for recreational use when they do not store water, and well-designed wet and dry retention areas can be incorporated into passive parks as landscape features.

During the evaluation of possible alternatives, overlooked opportunities for incorporating SR 7 storm water into existing and future parks were identified as well as opportunities for the FDOT and other jurisdictions to address future storm water storage needs in surrounding areas particularly in areas to the south.

The best alternative identified involves adding additional land to the existing land already acquired by the FDOT between SW 36th Street and SW 37th Street west of SR 7 in Miramar and using this land to store and convey SR7 water to the west through Snake Warrior’s Island Park, and then south to a very large area that exists under a series of tall communication towers just south of County Line Road and west of SR 7. Storm water runoff from SR 7 would be piped south to the proposed new park area between SW 36th Street and SW 37th Street using new storm sewers located along SR 7 as well as the new storm water systems incorporated or planned to be provided in the residential areas east and west of SR 7.

Under the Citizens’ alternative, storm water would be incorporated into neighborhood parks where it could add value or stored be under the tower farm on land that does not have a significantly higher use since the towers limit what can happen at ground level. Rights to use the land under the towers for storage could be leased or purchased.

Under this alternative plan, the proposed the FDOT retention areas east of SR 7 would be sold or transferred to the City of West Park for use in furthering the redevelopment and revitalization of the area.
Advantages of the Citizens’ Counter Plan for SR 7
Storm Water Attenuation

The counter plan for storm water attenuation will benefit Miramar, West Park, the FDOT, and Broward County. It also may prove advantageous to the owner of the tower facility located south of County Line Road and provide needed stormwater retention for potential redevelopment of the SR 7 corridor in the City of Miami Gardens.

In the case of Miramar, a new park between SW 36th Street and SW 37th Street would help in the redevelopment of properties that front the park and would increase the properties’ values. Properties fronting the park could be redeveloped as attractive multifamily townhouses, apartments, and condominiums with opportunities for office or commercial uses fronting SR 7. Alternatively, the property could accommodate a future neighborhood elementary or middle school. Most of the properties needed to implement this plan are blighted or undeveloped.

It is also important to the City of Miramar that SR 7 be revitalized as an attractive front door to the City along its eastern boundary. SR 7 can become a beautiful boulevard, but only to the extent that it is lined on both sides with a fairly continuous frontage of appropriately scaled buildings. If the east side of SR 7 is weakly defined, Miramar’s commercial and mixed-use potential will suffer. The importance of enclosing the street space with appropriately scaled buildings is discussed elsewhere in this report.

Almost all of the negative impacts from the FDOT proposed plan occur within the City of West Park. The proposed widening of the road will occur largely on the east side within West Park. A number of business properties will be eliminated or damaged. Some buildings will be destroyed; others will be partially removed. Most businesses will lose parking areas. Additionally, six to seven acres of commercial land will be removed from the tax base to accommodate the drainage facilities.

Relocating the drainage facilities off of SR 7 into parks or to otherwise impacted areas such as the tower facility south of County Line Road in the City of Miami Gardens has a great benefit to West Park. It would put over six acres of commercial land back on the tax rolls.

It would provide redevelopable property to facilitate the revitalization of the area, and it would allow the transformation of SR 7 from an unremarkable highway into a beautiful boulevard as envisioned by the Citizens’ Master Plan. As noted, three or four story buildings on these properties would also act as a noise buffer for nearby residential areas. Release of the land currently designated for storm water facilities within West Park could also provide the new city with lands it will need for future public building sites.

There are also potential benefits to FDOT. Establishing a large storm water treatment facility in conjunction with the tower facility south of County Line Road could serve this project and drainage requirements to the south in Dade County. Given the limited number of uses that can occur under the tower facility, the owner of that facility might welcome the ability to lease or sell rights on some of the land to FDOT.

Along SR 7, Miramar and West Park serve as the entranceway into Broward County. Broward County should support the citizens’ plan to ensure that the gateway into the county is remarkable.
Implementing the Citizens' Counter Plan for SR 7
Storm Water Attenuation

In order to implement the Citizens' counter plan or any variation on it, work will need to be done. The following represent key steps in the process of moving from where the plan stands today to a better, more comprehensive solution.

The new City of West Park should retain the expertise of an engineering and planning firm to advise and represent them during negotiations with the FDOT. West Park is a new city with no staff. Consideration should be given to hiring a firm to help them establish their new government and address key issues that will impact the city's future viability and tax base.

The Miramar, West Park, and Broward County should meet to discuss the proposed SR 7 drainage plans and work together in approaching the FDOT regarding a re-evaluation of the existing plan and opportunities to work towards its replacement with the approach recommended in this report. Miramar and West Park will be most successful in working with the FDOT if they are in complete agreement on the best approach to take.

Miramar, West Park, Broward County, and Miami Gardens should meet with the FDOT and request that the alternative plan for drainage be formally evaluated and comprehensively compared to the approach proposed by the FDOT. Since the intent of the SR 7 cooperative planning effort is to look at proposed roadway improvements comprehensively taking into account the impacts various designs may have on redevelopment efforts within the corridor, the FDOT should be open to such a request. The Citizens’ counter plan is a legitimate alternative that minimizes impacts to both Miramar and West Park and should be considered. The counter plan was not considered during the planning of the project although it is more consistent with the vision being developed for SR 7. Full cost evaluations should take into account the full impacts of both alternatives including those to Miramar and West Park. The cost evaluations should include more than just project costs.

The FDOT should carefully evaluate the feasibility of the alternative plan (and any variations consistent with its intent) and present to Miramar and West Park a proposal for implementing the alternative plan and for releasing the lands already acquired within West Park for City use and redevelopment.

The alternative plan needs to be carefully evaluated, planned, and engineered to determine how water will be collected from the road, moved south to the park, and either stored within the park or moved south to the large potential storage area associated with the tower facility. Conveyance capacity needs to be evaluated, opportunities for use of portions of Snake Warrior's Island investigated, and opportunities to lease or purchase storage rights on the tower property need to be explored with the property owner.

It is unfortunate that this option was not explored before moving ahead with implementation of the current plan, but it is not too late to do so now. Even if the plan costs more to implement than the current plan, in confers more value to West Park, Miramar and the residents of the area than the current plan and therefore should be carefully considered. Miramar, West Park, and Broward County might contribute to the plan's implementation and be reimbursed through the improved redevelopment potential and associated tax revenues.

Land, right-of-way, and easements necessary to implement the plan need to be acquired. If there is no critical flaw in the plan that would prevent its implementation, the land necessary to implement the plan should be acquired as soon as possible. With the exception of an older housing project that appears due for redevelopment, all of the land needed is currently vacant.

Land along the east side of SR 7, acquired for storm water retention and detention, needs to be transferred to West Park in a form that allows its redevelopment consistent with the Master Plan. The FDOT bought the parcels east of SR 7 for storm water management, and attention needs to be given to the surplusing of these parcels in a form that benefits West Park and the redevelopment effort in the corridor. Ideally these parcels should be developed with mixed-use buildings as called for in the Citizens' Master Plan. These parcels may need to remain in private ownership but could be potentially leased for public purpose.
**Existing FDOT Plan**

As currently proposed, SR 7 drainage would be accommodated in a series of retention ponds located predominately along the east side of the right-of-way within West Park. This approach adversely impacts commercial property along the east side of the highway and is inconsistent with the formation of an ideal urban street section.

**Land Acquisition and Surplus**

The alternative plan shifts storage away from SR 7 and into a new park proposed to be acquired between SW 37th Street and SW 38th Street. In addition, the alternative routes excess water south to a new proposed retention facility to be located under a tower facility south of County Line Road in the City of Miami Gardens.

**Proposed Drainage Plan**

The potential for water treatment and storage on lands immediately south of County Line Road is large. This may be the best use of land under the existing towers and could provide a good-long term solution for storm water treatment within the area without adverse impacts to commercial properties along SR 7.
Traffic Calming Strategies

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

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

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 and cars parked along the sides of the street worry drivers.

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, markers, and monuments.

As connections and street improvements are made to improve connectivity within the study area, consideration should be given to including traffic calming strategies into the design of the improved street sections. Appropriate traffic calming measures will minimize the impact of traffic using the new connections within existing neighborhoods.

Consistent with the principle that streets should be viewed as part of the civic realm of public spaces and should be designed as beautiful places attractive to both people and vehicles, all proposed measures should be beautifully designed and built with high quality materials.
During the Miramar/West Park Charrette, three streets were recommended for traffic calming within the study area: SW 62nd Street, SW 56th Street, and Sutton Road. SW 62nd Avenue and SW 56th Avenue represent parallel alternatives to SR 7 for north-south neighborhood traffic and should also be calmed. In addition, SW 56th Avenue represents a potential access road to the proposed neighborhood town center and could be heavily used over time. Sutton Road is a diagonal street that will connect two important civic sites: a proposed new park and potential school site and the proposed location for the new West Park City Hall.

Traffic calming on these streets could be as simple as providing shade trees close to the curb and allowing on-street parking. As illustrated in the image above right, the combination of street trees and on-street parking can represent an effective means of slowing and calming traffic in neighborhood areas. The addition of occasional monuments or small traffic circles at key intersections would further discourage fast-cut through traffic.

The implementation of any specific traffic calming strategy for these streets should be done in close consultation with the adjacent neighborhoods, businesses, and homeowners. Small charrettes can be held within the neighborhoods to discuss various options and designs.

During the Miramar/West Park Charrette, three streets were recommended for traffic calming within the study area: SW 62nd Street, SW 56th Street, and Sutton Road. SW 62nd Avenue and SW 56th Avenue represent parallel alternatives to SR 7 for north-south neighborhood traffic and should also be calmed. In addition, SW 56th Avenue represents a potential access road to the proposed neighborhood town center and could be heavily used over time. Sutton Road is a diagonal street that will connect two important civic sites: a proposed new park and potential school site and the proposed location for the new West Park City Hall.

Traffic calming on these streets could be as simple as providing shade trees close to the curb and allowing on-street parking. As illustrated in the image above right, the combination of street trees and on-street parking can represent an effective means of slowing and calming traffic in neighborhood areas. The addition of occasional monuments or small traffic circles at key intersections would further discourage fast-cut through traffic.

The implementation of any specific traffic calming strategy for these streets should be done in close consultation with the adjacent neighborhoods, businesses, and homeowners. Small charrettes can be held within the neighborhoods to discuss various options and designs.

In budgeting for planted traffic calming islands or bulwarks 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.
Complex Intersections

The West Park is unique in having a number of complex intersections between neighborhood streets and main arterial such as SR 7 and Hallandale Beach Boulevard. Such intersections give character to the area but can become confusing and dangerous when they involve busy arterial roads.

An example of such an intersection occurs just south of the intersection of Hallandale Beach Boulevard and SR 7 where Barry Road and Ronald Road converge and meet SR 7 at 45-degree angles.

As a result of the charrette, two alternative improvements were suggested to resolve potential problems after the widening of SR 7. Both alternatives are designed as right-in and right-out connections to SR 7, and both create small greens at the entry into the neighborhood. The unique character of the street system is preserved while providing opportunities for entry features announcing the neighborhood as a special place.

Improvements to this intersection would occur at the time SR 7 Improvements were implemented by the FDOT and included in that project.

The Citizens’ Master Plan calls for SR 7 to be transformed into a beautiful tree-lined urban boulevard. To accomplish this, turn bay lengths should be minimized to the greatest extent possible. Minimal bay lengths will provide space for a sufficient number of trees in the median to help form the space of the street and will create a beautiful street section.
STREETS DESIGNED AS BEAUTIFUL PUBLIC SPACE USED BY BOTH CARS AND PEOPLE

Streets and Highways as Beautiful Public Spaces

Essential to creating a beautiful city is an understanding that highways, streets, and avenues should be viewed as an important part of the civic realm of public spaces that can and should be attractive regardless of the scale of street involved. Streets and avenues should be viewed as important public spaces that in order to be fully functional must be comfortable for pedestrians, bicyclists, and cars.

In order for a street to feel good and have a sense of place, the space occupied by the street and associated sidewalks must be delineated and defined by a fairly continuous liner of buildings. The buildings that line the street must pull up to the street and be of appropriate scale. Wide streets should be lined with taller buildings; narrow streets line with buildings of one or two stories. Where buildings are pulled up to the street to form a continuous frontage of appropriate height, the space occupied by the street is defined and begins to feel like an outdoor room or place.

Equally important to the walls formed by buildings pulled up to the street is the provision of a continuous system of wide sidewalks for pedestrians. Within residential areas, sidewalks should at least be wide enough for two people to walk comfortably side by side (six feet), and within denser areas or commercial districts, sidewalks should be very wide (fifteen to twenty feet minimum width) and sufficient to provide arcades or outdoor seating at tables in front of cafes and restaurants.

Street trees that provide further definition of space and shade for pedestrians are also critical. Within urban areas, the street trees should be planted with some formality along a line and with regular spacing along the edge of the street between pedestrians and traffic.

Attention should also be paid to how the outdoor room and public space of the street is furnished. Excessive signage should be avoided, and attention should be paid to the aesthetics and design of street lighting, benches, shelters, and other objects that may occur within the public space.

When traffic enters a space designed as a "place," it instinctively slows. With cars moving at slower speeds and buildings pulled closer to the street, it is easier for drivers to see what stores and businesses are located there. Consequently, he economic energy provided by the street and its traffic can be more efficiently utilized. With buildings of the right scale pulled up to the street, proper street trees, wide sidewalks, and the right mix of uses, SR 7 could become an area of pedestrian congregation rather than a place to be avoided by pedestrians. As it currently exists SR 7 divides and scars the study area rather than serving as a beautiful boulevard full of energy and activity. Traffic travels fast since nothing draws interest to make a driver take note that they have arrived in a unique place.

Many of the smaller residential and industrial streets within the study area are also in need of attention. Many lack street trees and sidewalks and proper detailing. Failure to provide for on-street parking leaves some of the older neighborhoods with small lots cluttered with parked cars.

Example of beautiful commercial street.
Example of ideal neighborhood street.

Example of an authentic boulevard flanked by buildings that define the public space.

Example of beautiful commercial street.
Example of ideal neighborhood street.

TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
Design Guidelines for Beautiful Commercial Streets

Street development should be undertaken with the same care that is given to creation of any other important public or civic space. Streets should be viewed as centers of human activity and designed to be inviting and comfortable places for people to be whether they are in a car or walking.

The most critical issues in designing beautiful and active commercial streets include the height of buildings relative to the width of the street space, the placement and alignment of buildings along the street, sidewalk widths, street trees, landscaping, adequate parking, street furnishings, and lighting.

Height to width ratios. The importance of adequate building height has been illustrated and discussed earlier in this report. Minimum and recommended heights will vary with the width of the street and sidewalks. For six-lane boulevards such as SR 7, building heights should range between three to five stories.

Building placement and alignment. A fairly continuous facade of appropriately scaled buildings set close to the street is essential to transforming the feel of SR 7 from that of a highway that divides the community into a beautiful public space that serves as a unifying central "Main Street" and front door to the area. The consistent alignment of building facades forms the walls of the great outdoor room that the street occupies.

Sidewalk widths. Sidewalks should be very wide on commercial streets. Minimum sidewalk width for a commercial streets should be fifteen to twenty feet, but in important commercial areas anticipated to have a great deal of pedestrian traffic, sidewalks might be even wider. Wide sidewalks provide space for pedestrians, bicycles, and ample room for tables, chairs, lighting and street trees.

Street trees and landscaping. The most beautiful streets include strong alignments of regularly placed street trees. Trunks should be clear to at least 12 feet so that retail is easily visible from the street. Palm trees can be used in combination with arcades, but where arcades are not provided, it is much preferable to use shade trees such as oaks, sycamores, or other native shade trees.

Parking. Parking lots and garages should be provided at the rear of buildings and hidden from street view. Parking lots should never ever front the street in a commercial retail district.

Street furnishings and lighting. Benches, shelters, fountains, and signage should be detailed and designed as furniture to be placed within the living room of the city. Lighting should be pedestrian in scale and full spectrum.
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 one increment of height to six of width (1:6) is the absolute minimum to create a sense of spatial enclosure. As a general rule, the smaller the ratio, the stronger the sense of place and often-times the higher the real estate value. Spatial enclosure is important on all streets, but is particularly important for shopping streets that must compete with shopping malls that provide very effective spatial definition.

In the absence of opportunities to provide spatial definition by building facades, disciplined tree planting is an alternative. Trees aligned for spatial enclosure are necessary on thoroughfares that have substantial front yards and setbacks.

Examples of ideal street sections showing height to width ratios.

A continuous facade of buildings with minimum heights of three to five stories and street trees along the sidewalks will provide the enclosure needed transform SR 7 into a beautiful boulevard.

A good height to width ratio enhanced further by street trees.
Wide sidewalks provide space for pedestrians, children on bicycles, strollers, and a variety of street activities including dining. Sidewalks in commercial areas should never be narrower than fifteen feet, and in busy areas may be wider than forty feet.
The greatest and most beautiful commercial streets include a combination of wide sidewalks and formal alignments of shade trees. Random plantings of different species have no place in formal urban commercial landscapes. Trees should be of a single species and size and planted in straight lines.
With the exception of SR 7, all public streets, including both existing and proposed, within commercial and mixed-use areas described in this master plan should incorporate on-street parallel parking at the front of retail shops and businesses. On-street parking provides short-term parking for shoppers and patrons, buffers the sidewalk from street noise and traffic, defines the space of the sidewalk just as buildings define the space of the street, and calms and slows traffic on the street. When traffic slows as a result of on-street parking, it is easier for motorists to see storefronts, and it is easier for pedestrians to cross the street.

Parking lots garages should always be placed at the rear of buildings; they should never front a commercial street. It is impossible to create a beautiful and comfortable street environment when parking lots are allowed to front the street. Gaps formed by surface parking lots undermine the critical objective of providing enclosure to the street space. Gaps in the continuous facade of retail storefronts and businesses also discourage pedestrian shoppers, and as a result, hurt the value of the retail environment.
Main street should be viewed as the living room of the city. In great commercial spaces, as much care is taken in the furnishing and detailing important commercial street space as would be taken in furnishing one's living room.
Great residential streets include the same components as beautiful commercial streets: building alignment, wide sidewalks, street trees, lighting, and on-street parking. The best residential streets are narrow with on-street parking on both sides and with large street trees planted close to the curbs. All these elements combine to dramatically slow and constrain traffic flow. They differ from commercial streets in having greater but still uniform building setbacks, narrow sidewalks (five to six feet), subdued lighting, and more landscaping.
**SR 7 - Existing Conditions**

The existing condition of SR 7 and adjacent properties varies throughout the study area. Generally, SR 7 exists as a four-lane divided highway with a center turn lane. Designed as a highway, there is minimal streetscape and only scattered sections of sidewalk. Where sidewalks do exist, they are narrow and sit immediately next to the curb and traffic. Buildings are low and separated from the street by parking.

SR 7 carries approximately 50,000 vehicles per day within the study area. The FDOT is planning to widen the facility to six travel lanes with a center median. There are currently three signals along the segment: one at Pembroke Road, one at Miramar Parkway, and one at County Line Road. The spacing between signals varies from 3,800 feet to 4,300 feet.

There is no sense of spatial enclosure anywhere along SR 7 between Pembroke Road and County Line Road. It is an unsightly highway, completely unremarkable, without character, and no sense of place.

**SR 7 - Proposed Future Conditions**

The Citizens’ Master Plan recognizes that SR 7 has become, whether intended or not, the front door and main street of many communities. As such, SR 7 should be detailed and designed as a beautiful boulevard and main street. The plan calls for SR 7 and all other streets within the study area to be viewed as public spaces that must be designed to accommodate both cars and people in a comfortable way.

The plan calls for buildings of appropriate height to be pulled up to the street and fronted by wide sidewalks, street trees, and pedestrian-scale lighting. In order to adequately enclose the street space and make the space feel inviting and attractive, buildings of at least three or four stories should be encouraged, and construction of new buildings less than two stories should be prohibited. The street section should be fixed at six lanes with bus transit service using the curbside outer lanes. The median should include trees to further define the space of the street.
Existing Conditions
SR 7 between SW 32nd Street and SW 36th Street

The diagram above shows a typical portion of SR 7 as it exists today. Most of the buildings are older, simple one-story structures set back from the street with parking provided at the front and sides. The majority of these properties would benefit from redevelopment.

Because the proposed expansion of the road is to occur almost entirely on the east side, many properties within the City of West Park are impacted. In all cases, the depth of the commercial property is reduced limiting future development capacity. In most cases, parking is lost. In many cases actual buildings are impacted forcing demolition, reconstruction, or significant modification to accommodate the expanded right-of-way. Roadway construction and the requirement for extensive building modification will result in lost tenants and business relocation. Although it is conceivable that some impacted buildings along the east side of the expanded SR 7 may be shortened are renovated in a smaller form, most are likely to be removed.

Phase I Conditions
SR 7 between SW 32nd Street and SW 36th Street

The diagram above shows the likely impact of the SR 7 improvements on West Park. It is anticipated that many of the existing buildings will be removed to make way for redevelopment. Although it can be argued that the impacts of the roadway expansion may accelerate redevelopment within West Park by squeezing out existing uses, the reduced parcel depths that remain after expansion of the right-of-way will limit the capacity of many parcels to accommodate large buildings without reliance on structured parking solutions.

Although not proposed in this particular stretch of SR 7, the FDOT also proposes to accommodate storm water within ponds located east of SR 7 and adjacent to the road right-of-way. Where ponds or retention areas are proposed, redevelopment potential will be completely lost since the ponds extend to the full depth of the parcels.
Once SR 7 construction is completed, redevelopment is likely to occur quickly within the corridor. Because of the impacts of the roadway expansion into West Park, the parcels east of the road are likely to redevelop at the fastest pace. Many parcels will have been cleared or vacated opening the way for new development consistent with the Master Plan.

Ideally, buildings fronting SR 7 should be a minimum of three stories and average 4 to 5 stories in height. Depending on the lot depths that remain east of SR 7 after its expansion, structured parking may be required to support such intensities.

Redevelopment will also occur within Miramar, but will likely proceed at a slower pace because existing buildings are occupied. As the location improves with new development redevelopment and revitalization of the area should accelerate.

The diagram above shows the ultimate build out of this particular section of SR 7 as envisioned by the Citizens’ Master Plan. Buildings of mostly four and five stories are pulled up to the street with parking provided behind the buildings. As the frontage redevelops, the conversion of some single-family lots to moderate-density townhouses is likely to occur within the first block and should be encouraged to the extent noted in the Master Plan.

Taller buildings facing the street buffer the quiet residential neighborhoods behind from the noise of the boulevard and enclose the street space to make it a place that people feel comfortable. As proposed, SR 7 can become a beautiful boulevard with wide sidewalks and street trees where residents can relax, shop, or stroll.
Transforming S.R.7 from a Highway into a Beautiful Street - The Redevelopment Process

Phase 1 Condition
Blocks between SW 21st Street and SW 25th Street
If redevelopment proceeds in increments rather than with consolidation of entire blocks, the first parcels to redevelop are vacant parcels. There are some vacant parcels, and others will result from the impacts to buildings along the east side of SR 7.

Consistent with the Master Plan, buildings should be a minimum of three stories and should pull up to the street. Parking should be provided behind the buildings and not be visible from the street.

Buildout Condition
Blocks between SW 21st Street and SW 25th Street
At build out of the area, a continuous facade of three to five story buildings should line both sides of the street. Buildings will be fronted by wide sidewalks and should include a mix of uses including retail on the ground floor. Parking should be located behind the buildings, hidden from street view, and accessible by a rear alley.

These diagrams show redevelopment occurring in small increments at one or a few parcels at a time. Just as likely, development will occur in increments of an entire block, as the result of parcel consolidation by developers. In either case, the same model should be followed. Building should pull up to the street, and parking should occur at the rear.

Existing Condition
Blocks between SW 21st Street and SW 25th Street
Many buildings along the east side of SR 7 will be impacted within this section of West Park. Some of the buildings will be lost as a result of expanding the right-of-way, and others will lose square footage and need new facades and extensive renovations to floor plans in order to remain usable.
The Post Office on SR 7 is an example of the types of impacts and opportunities that will exist as a result of the SR 7 widening.

Built during the late 60's or early 70's the building stands as an example of one of the low points in civic architecture. The building is low and flat and has no real civic character. It is served by a row of diagonal parking at the front.

The proposed SR 7 expansion will require removal of the post office building or at least removal of the first several feet of its front facade and the entire front parking area.

Ultimately, the post office should be relocated to the town center proposed at Pembroke Road, or it could be located at the proposed new park or in association with the proposed new West Park City Hall on Hallandale Beach Boulevard.

Post Offices are considered good uses to include within a town center. They act as an anchor to other uses since they attract a large number of visits throughout the day. Users of the post office may visit adjacent and nearby businesses.

Although the character of the existing post office building could be substantially improved if it is to remain as a single story small building, it should be located on a smaller street off of SR 7. A small single story building would not be of adequate mass to hold and define the street space of SR 7 reconstructed as a six-lane boulevard.
The Importance of Good Architecture and Authentic Style

It is very important that Miramar and West Park set a high standard for the architecture of new buildings. In the absence of standards, quality developers and builders are not likely to participate in redevelopment, and it is unlikely that the best building designs will be proposed. The reason for the lack of quality architecture is the uncertainty as to what may be built next door in the absence of standards. Investors need assurance that if they build a beautiful building and attempt to establish a quality address that the effort will not be depreciated by a poorly designed neighboring structure. A key reason that places like Coral Gables and Palm Beach have retained their quality locations and high property values is the standards that these communities set for the architecture of new buildings.

A variety of styles may be allowed, but architectural guidelines should be established that address the fundamentals of good design, proportion, and materials and require adherence to authentic representations of style.

Mediterranean Architectural Style Characteristics

- Roofs of the primary structure can be hipped, gabled, or a combination of both. Roof slopes are somewhat shallow and are generally sloped between 3:12 and 6:12.
- Roofing materials consist of barrel tile, Spanish "S" tile, or flat concrete tile.
- Roof overhangs can vary from being deep to having no overhang at all. When deep overhangs do exist, they are typically supported by sizable wooden brackets. Roofs that do not have an overhang are usually treated with a molded cornice.
- The Mediterranean style is typified as ornate, asymmetrical, and eclectic. It is not uncommon to have multiple levels, multiple interior and exterior spaces, and multiple buildings. Building massing tends to be irregular with a variety of shapes and heights. However, the appearance of solidity and permanence is critical.
- Exterior finishes are almost exclusively stucco and colored with great richness, variety, and multiple methods of application. Brackets, balconies, porches, shutters, and other elements are usually wood or iron. The prolific use of arched openings and windows is also a prominent characteristic.
- Windows and doors are of vertical and/or square proportions with the occasional round, oval, or ornamental window. Openings for doors and windows are deep and cast deep shadows as well as give the impression of thickness and solidity. Windows usually have divided lights and are commonly double-hung, casement, or jalousie. Window and door surrounds, when they exist, are made of stucco or stone.
- The attached porch is a common element as are balconies and courtyards. Loggias, a porch not attached but located within the volume of the building, are very common and may serve as outside circulation between rooms.
- Columns, posts, wooden, and masonry balustrades, brackets, and various ornamentations are all very common elements. Columns may be rounded, twisted, or detailed as squared masonry piers. Although all these elements are compatible, it is the delicate composition of a few of them that creates the successful Mediterranean style.
Under existing conditions, SR 7 is without any unique character of sense of place. The sameness of the highway along its entire length gives little suggestion of location. Low buildings set far back from the street edge and a street frontage dominated by billboards and parking lots is uninteresting and disorienting.

The lack of enclosure and boring streetscape encourages motorists to speed and makes the road difficult for pedestrians to cross. The design of the street space makes it clear that this is not a place for pedestrians. Intermittent sections of sidewalk provided immediately next to the highway are a meaningless gesture and rarely used since the environment provided is inhospitable to anything except an automobile.

The intersection of County Line Road and SR 7 is important as the entry into Broward County, yet there is no building or feature to differentiate this intersection from any other along the highway. The goal of the Citizens’ Master Plan is to transform SR 7 from an unsightly highway into a beautiful boulevard that has the potential to be a great "Main Street" location for both business and residences.

The computer simulation above shows what SR 7 might look like when the Citizens’ Master Plan is fully implemented. These two images side by side, conditions images, emphasize the power of good design to transform an unsightly highway into a beautiful and memorable boulevard where both cars and people can feel comfortable.

Buildings of three to five stories in height provide boundaries to the street space and make it feel like a place. The provision of street trees down the median would further improve the feel of the space. Buildings are pulled up to wide sidewalks designed to accommodate pedestrians, bicycles, and outdoor cafes. Buildings with interesting architecture help to differentiate the County Line Road/SR 7 intersection from other intersections in the area. Good buildings become landmarks helping to define place.

The comparisons on the following page show the stepwise transformation of the SR 7 entry into Broward County from the south following the recommendations of the Citizens’ Master Plan. When the plan is fully implemented, SR 7 will be transformed into a beautiful and important main street boulevard.
Transforming SR 7 from a Highway into a Beautiful Street - Simulations of the Intersection of SR 7 and County Line Road

Existing Conditions
View north along SR7 from just south of the County Line Road intersection.

Phase II Improvements
Street trees added in median and along street edges.

Phase I Improvements
Signalization improved, power lines buried, and billboards removed.

Buildout Condition
Buildings of an appropriate scale are added to define the street space.
The SR 7 entrance into Broward County at the intersection with County Line Road. SR 7 is an important gateway to Broward County and the front door of both Miramar and West Park. It should be beautiful.
Transforming S.R.7 from a Highway into a Beautiful Street - Simulations of the Intersection of Miramar Parkway/Hallandale Beach Blvd.

Existing Conditions
View north from just south of the Miramar Parkway/Hallandale Beach Boulevard intersection

The photograph above shows a view of the approach on SR 7 to the Miramar Parkway/Hallandale Beach Boulevard intersection from the south. There is nothing special about this intersection today. It looks no different and is indistinguishable from other intersections along SR 7.

With low buildings set far back from the street, the space occupied by the street has no boundary and none of the enclosure needed to define space and give the street a sense of place. With no character or sense of place, more than 50,000 vehicle trips a day drive through this area with little reason to slow down and pay attention to the businesses that currently exist here. Narrowly conceptualized as a highway intended to move large volumes of vehicles, SR 7 design must change in order for it to function as a Main Street.

Transforming SR 7 into a beautiful main street boulevard is important to the quality of life that will exist in the adjacent neighborhoods. The transformation is also important to establishing strong property values. As SR 7 becomes a better location, property values along the street frontage and in the surrounding neighborhoods should increase significantly.

Proposed Conditions
View north from just south of the Miramar Parkway/Hallandale Beach Boulevard intersection

The illustrations above stand as an example of how design can dramatically transform an unsightly highway into a beautiful boulevard changing it from an area of blight that divides communities and neighborhoods into beautiful public space that is the center of community activity.

The simulation above shows the same section of SR 7 as the photograph on the left, detailed as a Main Street. Buildings of appropriate scale are set up to the street to form a nearly continuous facade of enclosure that defines the space as a unique place. Interesting architecture provides landmarks and identity to the location. Ground floor retail uses face the street and are fronted by wide sidewalks that can accommodate pedestrians, bicycles, and street cafes. Street trees add additional enclosure and shade for pedestrians. Care is taken in all details to treat the space as a beautiful part of the public realm and the front door of the community.

All that is really necessary to achieve such results is the recognition that streets should always be viewed as part of the public realm and as such should be beautiful places designed for both cars and people. Once this is recognized a few simple design rules can assure success on any street.

Treasure Coast Regional Planning Council
Indian River - St. Lucie - Martin - Palm Beach
Transforming S.R.7 from a Highway into a Beautiful Street - Simulations of the Intersection of Miramar Parkway/Hallandale Beach Blvd.

**Transforming S.R.7 from a Highway into a Beautiful Street**

**Simulations of the Intersection of Miramar Parkway/Hallandale Beach Blvd.**

**Buildout Condition**
- Buildings of an appropriate scale are added to define the street space.

**Phase II Improvements**
- Street trees added in median and along street edges.

**Phase I Improvements**
- Signalization improved, power lines buried, and billboards removed.

**Existing Conditions**
- View north from just south of the Miramar Parkway/Hallandale Beach Boulevard intersection.
Buildout view of the Miramar Parkway/Hallandale Beach Boulevard intersection approaching from the south on SR 7.
Buildings pulled up to the street help to define the street space and make it more attractive for people.
The intersection of SR 7 with Pembroke Road is undistinguishable from any other major intersection within the study area. Although it has great potential for redevelopment, today it is just as devoid of character as all other intersections along this highway.

Given the location of SR 7 through the heart of Broward County, it is amazing that this highway is so devoid of character. Although it has the location of a main street and many important intersections, to date no portion of this highway has developed as a true main street or downtown. It remains as it was envisioned - a highway, but today a dysfunctional highway because it is not at the edge, but rather at the heart of Broward County's development pattern. Such is the power of planning.

Now at the heart of development patterns within Broward County, the vision for SR 7 needs to change from primarily a regional highway to more of a main street/boulevard connecting the shared heart of many residential neighborhoods that sprang up in the 1950’s, and 60’s and are just now maturing as true communities.

During the Miramar/West Park Charrette, the intersection of SR 7 and Pembroke Road was identified as the best location for a commercial center to serve the surrounding neighborhoods of both communities. The existing commercial areas north and south of Pembroke Road represent redevelopment opportunities that could easily be transformed into a true neighborhood Town Center.

The simulation image above illustrates what the intersection might look like at build out of the Citizens’ Master Plan. Simulations touring the proposed neighborhood town center are presented later in this report.

In order to define the space of the street as a place, buildings are pulled up to the street and fronted with wide sidewalks and shops. Street trees help to define the space and to buffer the pedestrian activity from traffic. The location becomes memorable in part due to the character of buildings and the quality of the space the buildings define. Buildings of four or five stories should be encouraged to adequately define the street space of SR 7, and good architecture should be encouraged to assure maximum values are achieved.
Transforming S.R. 7 from a Highway into a Beautiful Street - Simulations of the Intersection of S.R. 7 and Pembroke Road.

Existing Conditions
View north along S.R. 7 from just south of the Pembroke Road intersection.

Phase II Improvements
Street trees added in median and along street edges.

Phase I Improvements
Signalization improved, power lines buried, and billboards removed.

Buildout Condition
Buildings of an appropriate scale are added to define the street space.
The intersection of SR 7 and Pembroke Road at build out viewed from the south along SR 7. SR 7 is transformed from an unsightly highway into a beautiful main street/boulevard.
Miramar Parkway Existing Condition
As currently configured, the street is poorly defined. Street trees are few, and buildings are set back from sidewalks and the street edge. Sidewalks are narrow and occur immediately next to travel lanes making them unattractive to pedestrians.

Miramar Parkway Proposed Condition
The street is calmed and made more attractive by the planting of street trees and buildings of appropriate proportions to pulled up to wide sidewalks separated from the street edge by planting strips.
THE NEIGHBORHOOD TOWN CENTER AT PEMBROKE ROAD
The intersection of SR 7 and Pembroke Road as it exists today
With some vacant land and substantial areas of surface parking lot, this intersection has the potential to redevelop as a neighborhood town center serving both Miramar and West Park.

The Citizens Master Plan for the neighborhood town center at Pembroke Road
All four corners of this important intersection are proposed for redevelopment and infill transforming the area into an urban neighborhood town center.
The Neighborhood Town Center at Pembroke Road

The redevelopment of the existing four corners of the Pembroke Road/SR 7 intersection is anticipated to occur in phases with the gradual infill of vacant land and surface parking areas with mixed-use multi-story buildings served largely by a series of structured parking lots (P) and on-street parking. The only surface parking lot proposed is to support the existing Home Depot.

Buildings are anticipated to include ground floor retail with upper floors dedicated to office and residential uses. Buildings at the edge of the core area adjacent to residential areas could be exclusively residential.

The town center at Pembroke Road is likely to develop as a combination "Neighborhood Center" and "Community Center". Neighborhood centers include grocery stores, a pharmacy, restaurants, and services such as dry cleaners. Community centers can be anchored by a Home Depot and may include a discount department store, sporting goods and office supply stores, and bookstores. A movie theater could also be anticipated.

The neighborhood town center is formatted as a true urban town center with a mix of uses and public greens and plazas that may be used for community events such as art shows or festivals.

The FDOT has proposed to locate a large storm water treatment pond within the area designated in the Citizens’ Master Plan as the town center. The Master Plan suggests that this treatment be provided as dry retention under parking areas and proposed greens. The illustration at the right highlights green areas that might be used to disperse storm water. Alternatively, the plan calls for storm water to be routed south to the proposed new park between SW 36th Street and SW 37th Street.

Green areas that might be used for french drain dry storage of storm water.

Plan for the neighborhood town center at Pembroke Road with structured parking lots highlighted.
West Park/Miramar neighborhood town center at the intersection of Pembroke Road and SR 7.
Traveling along the transformed boulevard, one sees the trees and landscaping of the median, street trees along the boulevard edge, and tall buildings pulled up to the street, and wide sidewalks. Building heights range between the three and six stories necessary to contain the space of the street and contain it as a public space comfortable for people as well as cars.

When buildings are pulled up to the street, the space of the street becomes enclosed as a great outdoor room, and traffic instinctively slows.

The buildings that line the boulevard are mixed-use typically with retail on the ground floor and office and residential uses above.

Approaching the central green of the neighborhood town center, retail uses dominate the ground floor next to the sidewalks. Sidewalks should be a minimum of twenty feet wide or wider to provide room for tables, chairs, and street furnishings such as pedestrian shelters and benches.

SR 7 traffic is calmed by the enclosure of space provided by the buildings and trees that line the streets, use of paving treatments at key pedestrian intersections, and traffic signalization at key intersections. In the illustration above, the entire intersection is paved in brick to create a different texture that signals drivers to slow down and watch for pedestrians.
Within shopping areas, such as the proposed neighborhood town center at Pembroke Road, it is important to minimize the gaps between buildings and present a fairly continuous facade of storefronts. Where gaps occur between buildings in order to accommodate parking or in the case of an undeveloped parcel of land, pedestrians are unlikely to walk past the gap to a destination that they cannot visually assess as interesting. Where gaps do occur, they should enclose something of interest such as a fountain or small courtyard that serves as a gathering place for people.

With the exception of on-street parking, all parking lots and structured parking should be hidden behind the buildings out of view. Pedestrians do not like walking past parking lots.

Just as buildings of appropriate scale must contain the space of the street, so must the public space of a green or plaza be contained. The same rules of proportion apply.

As proposed, the space of the green and the fronting streets is very similar in scale to the cross section of SR 7. Like the proposed SR 7 boulevard, buildings between three and six stories tall should front the green.

Traditionally, the public green is surrounded by a variety of uses that includes shopping; hotels; residential apartment buildings; and civic uses such as a town meeting hall, theatre, or post office. Uses fronting the green should be those that generate a great deal of pedestrian activity at all hours of the day and evening.
The Neighborhood Town Center at Pembroke Road - A Virtual Tour

The proposed green is large enough to accommodate community activities such as art and craft shows, concerts, and other community events. One risk associated with providing such a space is the challenge of keeping it adequately activated with people. Unless a critical mass of people can be seen within the proposed space, it may seem dead and be avoided.

Close attention should be paid to activation of the proposed space. Active uses should surround the space, residents and children should be encouraged to use the space, and regular events should be programmed such as evening concerts and weekend green markets. Consideration should also be given to allowing properly regulated street vendors. The green must be active.

The large scale of the green is illustrated above. In order to better contain it, consideration should be given to including a large fountain or monument at the center of each of the two green sections at the locations noted at the left.

Fountains can be great gathering places of people if well designed with places to sit.
The streets fronting the central green of the neighborhood town center should include on-street parking at storefronts. The majority of parking should be provided within parking garages or surface lots at mid-block, conveniently close, but out of public view.

The location map at the right shows the location of parking areas relative to the public space of the street. Generally parking is shielded from view, to allow the public space of the street to develop as an attractive civic space.

Although a strong anchor for the proposed neighborhood town center at Pembroke Road, the Home Depot building is not particularly attractive and should be tucked behind the buildings that line the central green.

Home Depot is not an impulse destination that needs to be easily seen from Main Street. People know where it is and will access it even if it is out of easy view.
View northwest across the central green at the Town Center towards SR 7.

View of the west side of SR 7 just south of its intersection with Pembroke Road.

The simulation above illustrates typical mixed-use building that can occur facing the Town Center green and SR 7. Ground floor uses are recommended for retail storefronts with upper levels used by office tenants and residential apartments.

Storefront uses should be provided with on-street parking facing the central green and have sufficiently wide sidewalks to accommodate tables and chairs for outdoor dining on the street.

Wide awnings or arcades should be provided in retail areas to protect shoppers from sun and rain.

Buildings of five and six stories pull up to the street and hold the street space of the boulevard. An arcade is provided in front of retail shops to protect shoppers from sun and rain.

The streets and greens should be treated like great outdoor public rooms and should be detailed with landscape, lighting, and street furnishings with the same care that would be used to decorate the living room of one's home.
A diversity of building sizes and styles can be provided along SR 7. Within retail areas such as the Town Center ground floor retail should have arcades or awnings to protect pedestrians. Sidewalks along the highway should be very wide and include street trees. Street trees were not included in the simulation above in order to give a clear view of the building types.

A beautifully designed bus shelter adds interest to the street edge and character to the street.

The median of tall palms gives some formality to the Town Center, and further helps to define the street space.

Attention should be given to the design of all street furnishing including lighting, bus shelter, benches, and trash cans. If the street is viewed as a grand public room shared by the residents of the surrounding neighborhoods, it should also be furnished as a room with attractive fixtures and street furniture.

Bus shelters can be beautiful pieces of architecture that add to the character of the street. Bus shelters should provide people with comfortable and dignified places to wait. They also provide shelter for pedestrians and bicycles during times of rain and help define the sense of place and character of the area. Particular attentions should be given to shelters along SR 7, as SR 7 is the front door of both Miramar and West Park.
The New Park Neighborhood
The Citizens’ Master Plan calls for a new park to be created linking Snake Warrior’s Island Park to the west with SR 7 and Sutton Road. The park would allow for the storage and conveyance of SR 7 stormwater in a manner that would minimize impacts to commercial lands facing the highway. The new park would provide a connection between the neighborhoods of West Park east of SR 7 with parks west of SR 7 and add value to the residential areas facing the park that should be encouraged as redevelopment.

The park may occur in two formats. It could be a passive recreational area extending the character of Snake Warrior’s Island Park to the east. Alternatively, it could be developed as a neighborhood elementary or middle school with recreational areas associated with the school available to the surrounding neighborhoods during off school hours. If developed as a school site, the park would still need to convey stormwater to alternative storage areas, but less of the site would be developed as pond and more of it as school parking and recreational area.

With either format, provision of beautiful park space would facilitate the redevelopment and revitalization of surrounding lands as attractive, high-value residential areas increasing the diversity of housing within the study area.

As proposed, most of the uses between SW 35th Street and SW 37th Street are anticipated to redevelop with the exception of an existing church that is shown in red on the plan to the right. The church has been given a prominent face on the park, and remaining lands are anticipated to be attractive as residential apartment buildings, condominiums, and townhouses. Office and commercial uses would likely occupy the SR 7 frontage.

Although not precisely on the boundary between Miami-Dade and Broward County, the greens shown east and west of SR 7 at the park provide the opportunity to provide a beautiful entry into Broward County and the cities of Miramar and West Park. Architectural features such as towers or monuments could be located within the parks to announce arrival. The properties facing the small green east of SR 7 have considerable civic character and might serve as desirable sites for a future civic building or post office for West Park.

Provision of a new park area linking Snake Warrior’s Island Park and SR 7 would serve as the foundation of a redevelopment and revitalization plan for the surrounding blocks. Creation of the park is key to resolving the problems associated with proposed the FDOT drainage ponds along SR 7.
Proposed New Park connecting SR 7 to Snake Warrior’s Island Park between SW 37th Street and SW 36th Streets

By adding to the existing FDOT acquisitions, the creation of the park provides an ideal site for storm water retention and detention and would encourage the redevelopment of surrounding parcels.
View of new buildings along the west side of SR 7 just north of the proposed new park.

On the following pages are computer simulations showing what the new park neighborhood might look like if built following the recommendations of the Citizens' Master Plan.

Provision of a new park extension at the proposed location would create attractive real estate redevelopment opportunities along SR 7 in the vicinity of the park and on parcels facing the park.

As proposed in the Citizens' Master Plan, SR 7 would be transformed from an unsightly highway into a beautiful boulevard lined with appropriately scaled buildings pulled up to the street and fronted with wide tree-lined sidewalks. Trees along the sidewalks have not been illustrated in the simulations so the building types can be clearly seen.

Buildings facing SR 7 would include a mix of uses, with retail on the ground floors and office and residential uses above. As with other areas of SR 7, buildings of 4 to 6 stories should be encouraged to help define the street space as a grand public room.

Sidewalks along SR 7 should be a minimum of 20 feet wide and should include street trees (not shown in the simulation above). The street trees are important to help buffer pedestrian activities from the traffic on the street.

As illustrated in the simulation above, the SR 7 entrance into Broward County could become a very beautiful. The proposed new park provides the stimulus to encourage the redevelopment of surrounding parcels in the manner envisioned in the Master Plan.
At the east end of the new park, architectural features such as a beautiful pavilion and tower illustrated above could serve as entry features into Broward County and the cities of Miramar and West Park. Having the formal entry off of the actual county boundary has the advantage of allowing control of all sides and therefore the setting of the special architecture.

The features shown above for the east side of the boulevard should be complemented with similar features on the west side of the road at the intersection of Sutton Road.

Sutton Road is envisioned as becoming a beautiful tree-lined canopy street connecting the new park with the proposed West Park City Hall site on Hallandale Beach Boulevard.

A primary function of the new park is to provide conveyance and storage of storm water collected off of SR 7. Although providing such storage along the highway is inconsistent with good urbanism and would severely impact the future tax base of West Park, providing the same storage within residential areas provides a view and water features that add to real estate values.

In the illustration above, SW 37th Street has been redeveloped with apartment buildings and townhouses facing the park. Currently, this land is occupied by small single-family homes. These homes could remain, but the park would make these lots attractive for higher density housing types that are needed to support the development of retail uses along the SR 7 corridor.
View west down the wide conveyance canal.

Both sides of the linear park and canal portion of the new park could include higher density residential apartment buildings, town homes, and condominiums. At the far end of the canal beyond the bridge is another residential building facing the park.

The plan illustrated in the simulation is largely for residential redevelopment. However an alternative plan has also been provided to accommodate a neighborhood elementary or middle school on the north side at the location of the buildings shown to the right of the canal. In the school plan, the canal is replaced with a formal green. In the school plan, the park is used as a conveyance route for storm water with storage proposed elsewhere to the west and to the south.

In order for the new park to create a location that will attract high-value residential development, it is important that it be detailed and landscaped well.

The park falls within the jurisdiction of Miramar, and if Miramar acquires the land surrounding the proposed park, it could be sold for residential redevelopment with developers required to participate in the development of the park property.

Since the value of the surrounding residential land will be related to the quality of the park provided, developers should willingly participate in its development as a first-class facility.
As proposed, the new park provides a link between Sutton Road and SR 7 with Snake Warrior’s Island Park to the west. The new park is envisioned to include passive recreational values including places to picnic, sit, and walk.

The massing of the building shown in the simulation above is larger than envisioned in the Master Plan. The building mass should be broken into a series of smaller multi-family residential structures.

As illustrated in the plan at the left, parking for the residential buildings would be provided in the form of internal parking garages.

The scale of buildings shown along SW 37th Street should not exceed three stories with towers allowed to four stories as shown at the extreme right of the simulation above. Approaching SR 7, buildings might be slightly taller, but taller buildings too far west off of SR 7 might hurt the existing single-family neighborhoods.

Townhouses of two and three stories, as proposed in the Master Plan, would represent the ideal intensity on the southern boundary of the new park. The northern edge could support taller structures without impacting any existing single-family neighborhoods.
Alternative 1 - The proposed new park developed in conjunction with neighborhood elementary or middle school. The new park site could support a compact neighborhood elementary school that shares play areas and park land with the public during off school hours. If beautifully built, the new park could have the same potential to spur redevelopment as the alternative plan, but would support less residential development.
The New Park Neighborhood with a School

Alternative 2 - Proposed new elementary or middle school at the new park.
New West Park
City Hall
The Proper Location of Civic Buildings

A unique opportunity of the Miramar/West Park Charrette was to address the needs of the newly formed City of West Park. West Park is a new jurisdiction and will need a new city hall and eventually other civic buildings.

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 afterthought but part of the organizing framework of the plan that was essential to creating a functional, healthy, and beautiful community. These most important buildings often face an important green or plaza or are sited within a larger open space. Frequently, important civic buildings were sited to terminate an important street or vista.

As one example, in the planning of Coral Gables, George Merrick recognized the importance of properly locating public buildings. He also understood 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 applies to redevelopment and revitalization efforts in West Park.

This perspective drove development of The Citizens' Master Plan, and a great deal of attention was given to providing West Park with the opportunity to become a beautiful and special place. The placement of civic space and buildings assures a strong visual impact. The public investment in open space and new buildings will be rewarded by the redevelopment of the surrounding lands.

The Citizens’ Master Plan proposes locating the new West Park City Hall on the site now occupied by a solid waste transfer station, on Hallandale Beach Boulevard at SW 56th Avenue and the western terminus of Sutton Road. The site is located close to the center of West Park on an important arterial providing easy access. The property is at the terminus of an important neighborhood street linking the new city hall to the proposed new park and to other potential civic sites at the intersection of Sutton Road and SR 7. In addition, a slight jog in the alignment of Hallandale Beach Boulevard in the vicinity of the site would allow a carefully placed civic building to be clearly viewed by motorists traveling east on Hallandale Beach Boulevard.

The Hallandale Beach Boulevard site has all of the characteristics of a classic civic site and West Park should work with Broward County to acquire this property as the preferred location for a new West Park city hall.
A beautiful and well-located city hall will provide West Park 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 civic buildings such as city halls, they have traditionally been given the most 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 represent the best in architecture, materials, and craftsmanship, and they were built to last 100 years. The significant architecture and craftsmanship associated with these civic buildings reflect 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.

It does not need to cost a lot more to build a beautiful building. It is more a matter of recognizing that design, proportions and detailing are important priorities that will have a lasting consequence on the city and the value it 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 in response to Requests for Proposals is that the proposals focus almost entirely on the functional aspects of the project and space requirements and fail to address equally important civic realm design issues. A poorly conceived and unattractive building scars the street and neighborhood for years scaring away potential investors. When one fails to pay attention to design, an opportunity to improve the city is lost.

The site plan for the proposed West Park City Hall has three components: the city hall itself, an associated civic park on the south side of Hallandale Beach Boulevard, and the potential for an associated neighborhood convenience center on the east side of SW 56th Avenue facing the city hall and its small front plaza. The city hall should be a beautiful building and should be placed in a proper setting. Since the site is small, it is recommended that the parcels facing the city hall site on the east side of Hallandale Beach Boulevard be acquired to provide this setting in the form of a small civic park with architectural features that hold both sides of the street and mark the site off as the heart of West Park.
A Neighborhood Convenience Center at City Hall

In addition to having great characteristics as a civic site and location for the West Park City Hall, the intersection of SW 56th Ave and Hallandale Beach Boulevard has the potential to develop as a small neighborhood convenience center supporting the adjacent residential neighborhoods and, more importantly, helping to define the civic space of the city hall. The city hall will attract a steady stream of visitors and consequently has the potential to anchor any associated shopping or business location. Allowing a modest amount of neighborhood retail to develop in association with the city hall could also enliven the site and make it a true center of community activity. The buildings the convenience center would occupy would provide additional development needed to enclose the space occupied by the intersection and civic uses.

As envisioned, the neighborhood convenience center at city hall would be made up of smaller one and two story buildings set close to the street to help frame and define the space occupied by the city hall and its fronting plaza. Uses might include a well-designed corner store, small restaurant or café, doctor’s office, small market, or pharmacy. As envisioned, the total square footage of the neighborhood center would be less than 25,000 square feet and comprised of several small buildings located along the east side of SW 56th Avenue. The buildings would be clustered on each side of its intersection with Hallandale Beach Boulevard.

Because of the predominantly civic nature of the location, the design of the center should conform to the highest standards of urban design and should be regulated by specific code provisions. It would not be appropriate to locate a typical boxed retail at this location with a large fronting parking lot. An example of a small commercial center that would be appropriate is illustrated at the right.
The proposed West Park City Hall with its fronting plaza and civic park
The small civic park area south of Hallandale Beach Boulevard across from the city hall is shown with ancillary civic buildings and architectural features that might be constructed over time as West Park matures as a city. The tower and grand entrance to Sutton Road helps to define the place of the city hall and designates Sutton Road as an important connecting street.
Sutton Road Existing Condition
Sutton Road today is fairly well organized. However, wide lane widths and weak landscaping encourage travel speeds that are too fast within a neighborhood. Sidewalks are too narrow for such an important neighborhood street.

Sutton Road Proposed Condition
In order to calm traffic on Sutton Road and to provide a safe route for bicycles and pedestrians, it is recommended that the travel lanes be narrowed to eleven feet, sidewalks widened to eight feet on both sides, and a canopy of large shade trees be established along the roads entire length.
A consistent closely planted alignment of large shade trees has the power to enclose the space of a small street. Plantings of live oaks could calm Sutton Road and turn it into a very beautiful, memorable, and important street linking the new West Park City Hall to the new park on SR 7.
The Industrial/Work Place District
The Industrial/Workplace District

The City of West Park houses a large workplace/industrial district. The location of the district is highlighted above as it is represented in the Citizens’ Master Plan. During the charrette process, participants were anxious to see the area improved and made a good neighbor to the surrounding residential areas.

An industrial/workplace district can appear neat and attractive. Furthermore, if properly designed and maintained, these districts can even be good places to live and good neighbors to nearby residential areas.

In order to make a workplace industrial district attractive, it is important to pay attention to the organization of its components. Typical industrial districts include a variety of uses including restaurants, coffee shops, retail business components, industrial fabrication, and workspace. An industrial district is similar to a neighborhood. It needs a center that is conveniently located and where workers can get lunch, rest, and buy supplies. The center can be anchored by a small green where workers can gather and lunch under the shade of trees. A hierarchy of street types that serve different purposes connects the center to places of work.
Street types within an industrial workplace district should include fronting streets and alleys. Many industrial workplaces include two distinct parts to their business: storefront display and business components and a less attractive industrial fabrication and workplace component. Storefront components should be organized to face fronting streets, and these streets should look similar to any retail street. Fronting streets should include on-street parking (parallel or diagonal), street trees, sidewalks, and front doors facing the street.

Less organized and less attractive industrial and fabrication portions of the business should be at the rear of the building and face alleys out of sight of the visiting public. The work areas facing the rear of other work areas of businesses across the alley. This organization places the noise and grime associated with many industrial uses out of sight and buffered from the well-maintained fronting street by the storefronts.

As the West Park Industrial/Workplace District redevelops, it should follow this organization. Where this organization is followed, the industrial district takes on appearance of any other commercial district, and can become an interesting and attractive place to live. In this manner, the West Park Industrial/Workplace District will become a good neighbor to its surrounding residential neighborhoods.
The transformation of the mobile home block into a live/work format

The Live/Work Concept

By placing the storefront side of the business toward a well-designed street and placing the less attractive uses to the rear on an alley or industrial courtyard, many industrial areas can become attractive and even very convenient places to live. This might particularly be the case for start-up business trying to keep overhead costs down and for artists such as sculptors and welders that need quality industrial space or want to live near their work.

The drawing on the right shows how this concept might be applied to a typical block within the West Park Industrial/Workplace District. Currently, a mobile home park occupies the block. The block has been re-formatted following the guidelines already discussed with a small green added at the front of the building facing a main access street. The storefront sides of an industrial building have been designed to accommodate living quarters and studios above in an attractive and neat format. By creating a clear distinction between front and back and making fronting streets attractive with sidewalks, street trees and parking, a unique residential market could be developed.

The live/work concept includes a variety of housing types including artist lofts and apartments above workspace. This diversity of housing and should be permitted and encouraged within many areas.
St. Stephen’s Church and School Expansion

During the Miramar/West Park Charrette, it was pointed out that the St. Stephen’s Church has a small school and might like to expand its facility. The drawings included here are offered as suggestions as to how the existing facility might be expanded in a manner consistent with the objectives of the Citizens’ Master Plan.

Civic building are generally given more flexibility in terms of set backs from the street than are the private buildings that make up the fabric of an urban area. Civic buildings often include fronting greens or plazas and therefore are not rigidly required to pull up to the street. However, civic buildings should always face the street and should be well proportioned and detailed.
IMPLEMENTATION
The Importance of the Citizens’ Master Plan

The SR 7 Corridor between Pembroke Road and County Line Road has significant redevelopment and revitalization opportunities. There is no doubt that this corridor will redevelop, but in order to assure that redevelopment improves the quality of life within the community and enhances property values in surrounding neighborhoods, it is important that the redevelopment conform to a master plan for the area adopted by the City of Miramar and the newly formed municipality of West Park.

For redevelopment and revitalization efforts to fully succeed, there must be a clear and well thought out understanding of how the area should redevelop and how properties should interact to create the best value and environment where people will live and work. This vision must be articulated in the form of a detailed master plan that forms the primary basis for reviewing development proposals within the area. The objectives of the master plan are to maximize the property values of the area, maximize the quality of life of residents, and provide assurance to developers and potential investors in the area that their property will increase in value as neighboring properties are developed. Developers need to understand what specific objectives the city is working to achieve and what is likely to happen on adjacent parcels of land in the future. Developers need assurance that what will happen next door will not adversely impact the value of their investment.

Because of this need for assurance and certainty, it is equally important that after adopting a well thought out master plan the plan is very rarely changed and never changed to accommodate a particular project. If the development community perceives that the local government is not committed to its plan, uncertainty arises, and quality developers will shy away.

Keys to Success

There are three important keys to the successful redevelopment and revitalization of the SR 7 corridor. The first key is a recognition that the general principles outlined on page v of this report represent a fundamental paradigm for city building that should form the basis for most, if not all, city planning decisions. 'The Citizens’ Requests (page v) and the Citizens’ Master Plan itself (page 2) were developed based on these general principles, and individual development approvals should be judged based on consistency with them.

Within the Miramar/West Park study area, the second key to success will be implementation of an alternative plan for meeting storm water retention and detention requirements consistent with the intent of the alternative plan presented in this report. As currently proposed by the FDOT, storm water is to be stored in a series of large ponds located adjacent to SR 7, largely within the jurisdiction of West Park. Placing storm water retention facilities immediately adjacent to the street will undermine the opportunity to transform SR 7 from a highway into a beautiful and commercially viable boulevard. As currently conceived, the plan will hurt both Miramar and West Park and will dramatically impact the tax base and future of West Park.

The third key is to assure that projects proposed within the city are designed to interact and support one another and the area as a whole. The best way to assure this is by requiring a high degree of consistency with the adopted master plan.
The Citizens’ Master Plan represents a vision intended to guide governmental 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. First, attention and resources should be focused on opportunities that are strategically most important to achieving the long-term objectives of the plan.

Priorities and Project Management

The Citizens’ Master Plan represents a vision intended to guide governmental 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. First, attention and resources should be focused on opportunities that are strategically most important to achieving the long-term objectives of the plan.

Items requiring Immediate Attention

The new municipality of West Park should retain the expertise of an engineering and planning firm to advise and represent them on forming their new government and during negotiations with the FDOT. West Park is a new city with no staff. Consideration should be given to hiring a firm to help them establish their new government and address key issues that will impact the West Park’s future viability and tax base.

Miramar, West Park, and Broward County should meet to discuss the proposed SR 7 drainage plans and work together in approaching the FDOT for a reevaluation of the existing plan and opportunities to work towards its replacement with the approach recommended in this report. Both Miramar and West Park have a great deal to gain in the alternative storm water management plan presented within the master plan. They will be most successful in working with the FDOT if they are in complete agreement on the best approach to take.

Miramar, West Park, and Broward County should meet with the FDOT and request that the alternative plan for drainage be formally evaluated and comprehensively compared to the approach proposed by the FDOT. Since the intent of the SR 7 cooperative planning effort is to look at proposed roadway improvements comprehensively taking into account the impacts various designs may have on redevelopment efforts within the corridor, the FDOT should be open to such a request. The counter plan is a legitimate alternative that minimizes impacts to both Miramar and West Park and should be considered. The counter plan was not considered during the planning of the project although it is more consistent with the vision being developed for SR 7. Full cost evaluations should take into account the full impacts of both alternatives including those to Miramar and West Park. The cost evaluations should include more than just project cost.

Miramar and West Park should each establish an experienced senior level redevelopment team that is charged with shepherding all existing and proposed development within the study area to consistency with the Citizens’ Master Plan. The established teams should work together and regularly communicate. It will take months to develop and adopt into law all the zoning code and comprehensive plan changes that may be needed to assure that redevelopment proceeds in the manner proposed in the Citizens’ Master Plan. Any changes made to the plan in one jurisdiction must be coordinated with adjoining jurisdictions to assure successful implementation.

Until this process is complete, the responsible jurisdictions cannot rely on the normal development review and approval process alone to be successful. During this interim period while plans and implementing ordinances are being developed and adopted, the jurisdictions must be creative and persuasive to accomplish their objectives. It is vital that the teams work aggressively and in partnership with one another and developers to encourage and facilitate full implementation of the plan. The key to success will be to demonstrate to developers that being consistent with the plan will be more profitable, quicker, and easier than not being consistent.

High Priority Items

Miramar and West Park should adopt the Citizens’ Master Plan by resolution as the vision of these jurisdictions for the ultimate build out of the study area. This is a critical first step toward moving forward with the revitalization of the corridor.

West Park should begin the process of developing and adopting a comprehensive plan and the required implementing ordinances. Although West Park faces a great many new responsibilities, it has the advantage of adopting its first comprehensive plan with a well-developed vision for a key portion of the new jurisdiction.

Miramar and West Park should assign an individual or team with responsibility to shepherd the Citizens’ Master Plan through the review, approval, and adoption process. It is important that someone in each jurisdiction be designated as the person responsible for assuring that the Miramar/West Park Citizens’ Master Plan for the SR 7 Corridor is expeditiously adopted.

Treasure Coast Regional Planning Council

Indian River - St. Lucie - Martin - Palm Beach
comprehensive plan, zoning and land use changes necessary to assure implementation of the plan are processed. The study area is anticipated to experience rapid growth and development pressure, and achieving the objectives of the plan requires that land use and zoning policies be put in place to assure that new development proceeds as envisioned. A team representing planning, design, and law be assigned the responsibility.

The development approach envisioned by the master plan is different from the approach used by many local governments. The jurisdictions are advised to review the Downtown Master Plan developed for West Palm Beach as a model that has been accepted by the Department of Community Affairs (DCA) and has proven effective and easy to administer. The City of 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 within the study area.

The most difficult task may be to convert the existing Floor Area Ratio (FAR) approach to zoning to a model based on building form. It is necessary to assure that no Bert Harris taking claims 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, but this must be done in a way that the value of the property is not increased without desired redevelopment occurring. If land value is increased without requirements for construction of the desired product, it may have the effect of slowing the redevelopment process since landowners ask too much for property.

This problem has generally been 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 specified 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 (or other specified incentive) is only granted if development actually occurs within typically a four or five-year period. This allows the local government to provide incentives that do not permanently increase the value of land, which is very important to maintaining growth.

Miramar and West Park should begin negotiations with the FDOT regarding proposed design changes to the SR 7 Corridor. It is important that as soon as possible, these jurisdictions share with the FDOT their design objectives for SR 7 and begin working with the FDOT to develop funding and implementation strategies. Attention should be focused on assuring that any improvements to this highway 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. Priorities for SR 7 include the following:

1) a maximum of six through lanes, three in each direction
2) bricked median turn lanes at intersections and median planted with a continuous row of canopy shade trees or elegant, closely spaced palms
3) twelve to twenty-foot sidewalks (as described in the plan) with a continuous row of canopy shade trees on each side of the street
4) transfer of right-of-way not used for the road or first twelve feet of sidewalk to the respective jurisdictions in order that the local government can administer management of any remaining sidewalk area in front of building
5) bricked pedestrian crossings with appropriate signalization at indicated intersections
6) accommodations for future changes in intersections and signalization as required by the plan
7) decorative pedestrian-level streetlights
8) buried utilities
Jurisdictions may need to participate in the funding of some items outside of normal FDOT practice. The point of negotiations with the FDOT early is to share with them design objectives and to gain an understanding regarding the costs that the local governments would be responsible for and schedule for improvements so that the local governments can properly budget. What is most important is that no action is allowed that would preclude the ultimate implementation of the street sections proposed.

The FDOT should carefully and expeditiously evaluate the feasibility of the alternative plan (and any variations consistent with its intent) and present to Miramar and West Park a proposal for implementing the alternative plan and for releasing the lands already acquired within West Park for city use and redevelopment. The alternative plan needs to be carefully evaluated, planned, and engineered to determine how water will be collected from the road, moved south to the park, and either stored within the park or moved south to the large potential storage area associated with the tower facility. Conveyance capacity needs to be evaluated, opportunities for use of portions of Snake Warrior’s Island investigated, and opportunities to lease or purchase storage rights on the tower property need to be explored with the property owner.

It is unfortunate that this option was not explored before moving ahead with implementation of the current plan, but it is not too late to do so now. Even if the plan costs more to implement than the current plan, it confers more value to West Park, Miramar, and the residents of the area than the current plan and therefore should be carefully considered. Miramar, West Park, and Broward County might contribute to the plan’s implementation and be reimbursed through the improved redevelopment potential and associated tax revenues.

Land, right-of-ways, and easements necessary to implement the alternative drainage plan should be acquired. If there is no critical flaw in the alternative storm water retention plan that would prevent its implementation, the land necessary to implement the plan should be acquired as soon as possible. With the exception of an older housing project that appears due for redevelopment, all of the land needed is currently vacant. Every effort should be made to acquire the property proposed as a new park as soon as possible. Regardless of whether or not the alternative drainage plan is approved for implementation, the new park will add value to Miramar and will facilitate redevelopment of the surrounding lands.

Each jurisdiction, including any Community Development Agencies should develop a series of “Project Tear Sheets” that describe in detail each of the projects proposed within the master plan and should use these during the budget process to prioritize projects for funding. Illustrated above are examples of project tear sheets. Sheets may be simple and short or for complex projects, such as the provision of street infrastructure to a large project, may be several pages long. The tear sheets summarize all essential information regarding the project including its goals and objectives, estimates of cost, and information of management responsibility, and funding sources. These concise documents are extremely helpful in prioritizing projects for funding and for promoting projects with other agencies. The development of tear sheets takes the implementation of the plan a step forward beyond the conceptual level in the direction of construction.

Miramar and West Park 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

Moderate Priority Items

Examples of Tear Sheets for describing and promoting redevelopment projects.
adopted master regulating plan and zoning code particularly within West Park boundaries. Expedited reviews are provided as incentives to projects that are found to conform to the adopted master plan and implementing ordinances. Again, the City of West Palm Beach has developed a successful model for this approach that it uses to manage development proposals within the downtown.

Long-Term Priorities

Continue to participate in the SR 7 Collaborative in establishing direction for the future of this important roadway. SR 7 should be viewed as the "Main Street" and front door of a many communities in Broward County. Its transformation from an unsightly highway to a beautiful main street-boulevard should be the highest priority of many communities.

Pursue Local Activity Center Designation. Miramar and West Park should support the adoption of standards by Broward County to promote infill and mixed-use development along the SR 7 corridor and should seek designation as an Activity Center.

Miramar should consider retaining the services of an urban designer with a strong background in architecture and urban design. On the short term these services can be acquired by contract, but Miramar is a mature city and consideration should be given to hiring a full time urban designer within the planning department. Typical duties of the urban designer include proactively developing conceptual plans for different parcels, developing counter proposals to developer submitted plans that are not consistent with the vision of the master plan, reviewing building and development plans for consistency with good urban design principles, and developing design guidelines and codes.

Funding Sources

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<th>Funding Sources</th>
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<td>Treasure Coast Regional Planning Council</td>
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<td>Indian River - St. Lucie - Martin - Palm Beach</td>
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Tax Increment Revenues: Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.

Redevelopment Revenue Bonds: Section 163.385 of the Florida Statutes empowers the city to issue Redevelopment Bonds to finance redevelopment projects with the security of the bonds based on the anticipated assessed valuations of the completed community redevelopment. In this way, "tax increment" is used to finance the long-term bond debt.

Interest on Redevelopment Trust Fund: Any interest that may be earned from deposit of Trust Fund monies may become a part of the funds used for redevelopment activities.

Industrial Revenue Bonds: Chapter 159, Florida Statutes, cites the Florida Industrial Development Act, which authorizes the use of Industrial Development Revenue Bonds to finance certain types of capital projects for private development.

General Obligation Bonds: Some jurisdictions have also issued General Obligation Bonds for projects within the CRA area. These bonds are secured by debt service millage on the real property within the City and typically must receive voter approval. For example, sports stadiums are often partially funded by such bonds.

Special Assessment Districts: This is a tax system whereby property owners within the district agree to pay an additional fee or an ad Valorem tax to raise funds for specific projects, which will benefit them. This approach could be used to fund improvements within the SR 7 corridor that are over and above what the FDOT and the respective jurisdictions are willing to contribute.

Land Sales and Leases: Cities may acquire and sell land or property.

Contributions and Donations: Voluntary contributions by private companies, service organizations, individuals or foundations are a potential source of income for special or popular projects, particularly those of a high civic nature, such as building parks, or perhaps a beautiful bridge or public building.

Foundations: Several communities have researched the purpose and intent of foundations and designed portions of their Plan to attract grants from a particular foundation. Foundation money is often a good source for training and education programs.

Public/Private Ventures and Partnerships: Some redevelopment projects have been designed to stimulate additional private investment and were accomplished through public/private ventures or partnerships. The City can give assistance to a developer in the assembly of land for a private development.
In return, the developer may be obligated for building renovations, street, landscaping, sidewalk, and other redevelopment improvements. The private contribution may also be through direct contributions, or payment to assessment districts.

Community Contribution Tax Incentive Program: This program was created by the Florida legislature to encourage corporate involvement in community revitalization. This program allows businesses a fifty percent tax credit on Florida corporate income tax or insurance premium tax for donations to local community development projects. Donations must be made through an eligible nonprofit corporation conducting a City approved community development project such as affordable housing.

Direct Borrowing: The City is empowered to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular projects, the City may utilize both short and long-term borrowing.

Enterprise Zone Investment: This program is designed to encourage increased business in distressed areas. The State provides property tax credits, jobs tax credits, partial building sales tax refunds and partial sales tax refunds on business equipment purchased.

Utility Enterprise Funds: Several communities in Florida have used "enterprise funds" to fund infrastructure improvements in their redevelopment areas.

Private Business Development Program with Banks: Banks may incorporate a subsidiary to provide loan assistance not normally permitted for commercial banks. The loans are used to help start or expand business operations, as long as the purpose is related to community development and not just simply a conventional commercial loan.

Bank Reinvestment Pools: Many cities have developed a cooperative approach with local lending institutions to supplement the funding for their community redevelopment program. The Community Reinvestment Act of 1977 requires banks to define a service area, assess local credit needs, and make efforts to meet the community’s needs. The Citizens’ Master Plan may serve as the basis for goal establishment and planning by local lending institutions.

Property Improvement Grant Programs: Several communities have established grant programs that are used for facade improvements and building renovation. These programs are usually directed towards improvements that have a high potential for stimulating additional private development in the area. Several communities have used State Programs and private investments to initiate a revolving grant program. For example, Chapter 80249 of the Laws of Florida offers a 50% credit against state corporate income taxes for contributions of up to $200,000, for community development with the contributions used as a direct grant or to start a revolving loan fund.

County, State and Federal Grant Programs: Funding may be available from several Federal and State agencies, such as the Department of Community Affairs and the Florida Department of Transportation.

Economic Development Administration Grants: This federal agency provides grant to fund public works projects. This grant/loan program assists distressed communities to attract industries, encourages business expansions, and primarily focuses on generating long-term, private sector employment opportunities.

Small Business Administration (SBA): The Small Business Administration is a federal agency that provides low interest loans to business people who cannot qualify for standard commercial loans. This loan program has been used to encourage economic development by assisting small business start up and expansion within the CRA districts.

Ongoing Assistance

Miramar has put together a team of very competent professionals with wide ranging and extensive planning and redevelopment 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.

West Park is a new municipality without staff or offices.

The Regional Planning Council has developed a team a experts that can provide cities with supplemental man power and experience, should time constraints make such assistance necessary. The Council can direct City staff to model ordinances, Request for Proposals, 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 and sharing their ideas.
Views of the residents drawing and sharing their ideas.
PUBLIC PLANNING PROCESS - CITIZENS' PLANS

TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
THE DESIGN TEAM
The Design Team
THE DESIGN TEAM

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Images from the February 2005 Miramar/West Park Charrette held in Miramar, Florida