STATE ROAD 7 CHARRETTE

Plantation, Fort Lauderdale, Davie, and Broward County

The Citizens’ Master Plan Report
Acknowledgment

We would like to express our appreciation of the kindness and courtesy we have received everywhere and convey our thanks to those in Plantation, Fort Lauderdale, Davie and Broward County, all personally remembered, who helped us in the completion of this work.

July 2005
STATE ROAD 7 CHARRETTE

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The Citizens’ Master Plan Report

preparing by

Treasure Coast Regional Planning Council

Indian River - St. Lucie - Martin - Palm Beach
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THE STUDY AREA
The SR 7 Collaborative

The SR 7 Collaborative has been conducting a study of SR 7/US Highway 441 for the entirety of Broward County, Florida with a mission to promote the economic and aesthetic improvement of the corridor. The collaborative's membership includes each of the fourteen local government jurisdictions that span the length of the SR 7/US Highway 441 corridor in Broward County, Florida.

In October 2003, the collaborative study began on the development of a Strategic Master Plan for the entire 25.6 mile corridor. The corridor has been divided into nine planning segments each having its own charrette. This charrette focused on a three-mile stretch of land that included the jurisdictions of the cities of Plantation, Fort Lauderdale, and Davie and unincorporated Broward County. The master plan is being completed is part of a grant received from the Federal Highway Administration.

SR 7 is seen by many as an important corridor that will link many growing communities together. Florida's population is growing at an accelerated pace, and SR 7 will change dramatically in the years to come. The master planning of the area is seen as a way to prepare for the growth and efficiently plan for future transportation systems. Redevelopment of the corridor could provide much-needed increases in community tax-base while limiting the burden on existing single-family homes.

The SR 7 Collaborative is facilitated by the staff of the South Florida Regional Planning Council. More information about the collaborative can be attained online at www.sfrpc.com/sr7 or contacting David Dahlstrom, Project Manager at (954)985-4416.

Right: master plans from previous charrettes by the SR 7/US 441 Collaborative and the Treasure Coast Regional Planning Council. Work began in October 2003 and will continue into 2006. In the end, nine design charrettes will be needed to plan the 25.6 mile corridor in Broward County, Florida.
The Study Area

The study area stretches from Sunrise Boulevard to I-595. This portion of the corridor is approximately three miles long. Although the focus of the charrette was centered on the roadway and its adjacent parcels, the surrounding neighborhoods and their existing streets and parks were also included in the study since they are directly affected by any changes to the corridor. The study area includes the jurisdictions of the cities of Plantation, Fort Lauderdale, Davie and parts of unincorporated Broward County.

Plantation was incorporated in the 1950s. The majority of the study area is within the jurisdiction of Plantation. The city boundaries stretch from Sunrise Boulevard (northern boundary of study area) to Davie Boulevard. Plantation has jurisdiction on both sides of SR7 in this stretch although its jurisdiction is a block deep on the eastern side of the road.

Plantation has a well organized planning department. The city has studied this corridor and formed a special city district called the Plantation Gateway District. The Plantation Gateway District also serves as the Community Redevelopment Agency. The study area is also part of the Community Redevelopment area. The contrast between Plantation and other parts of SR7 in other municipalities is apparent, for landscape compliance requirements are strongly enforced in Plantation. The success of the Community Redevelopment Area is credited for accelerating the redevelopment interests along the corridor.

Fort Lauderdale has jurisdiction south of Davie Boulevard on the eastern side of SR7. There are a number of large vacant lots in this area. In this area is the historic water treatment plant that still operates today. Wells that supply the plant with water are scattered throughout the study area.

Except for a small sliver of land near I-595 that is owned by the Town of Davie, the remainder of the land in the study area is controlled by Broward County. As part of a recent agreement, this land will be incorporated soon. Most likely, Davie will annex the land; however, it could be formed into a new municipality.

SR7 is the spine that connects the various communities in the area. As a result, SR7 is seen as both a center and an edge. Regionally, SR7 is an important corridor traversing uninterrupted the entire length of the county, and it has developed as a central commercial corridor. Conversely, each municipality attaching to SR7 has its own downtown miles away from SR7 where much of the attention and financial commitment of the city has been placed, thus treating the corridor as an edge. The challenge facing the design team was to create an identity for the corridor; propose exciting and profitable redevelopment possibilities to the cities; and for the first time, draw the attention of citizens, law-makers, developers, and architects to the unlimited possibilities that SR7 possesses.
THE STUDY AREA

A Head Start: Lighting and landscaping along SR 7 in Plantation

A hot topic: Peters Road and 45th Avenue

A parallel street network: slip-streets in Plantation

A row of royal palms along SR 7
THE STUDY AREA

Awkward mixed-use: day care with auto and tire sales

Beautiful tree-lined streets of the Plantation Country Club Estates

New and used car dealerships

SR 7 is a six-lane highway today

Plantation’s bus shelters

Fort Lauderdale’s water treatment plant
GENERAL PRINCIPLES OF URBAN DESIGN
GENERAL PRINCIPLES OF URBAN DESIGN

The Built Environment

Every place is different. Each city, town, and neighborhood has a unique set of circumstances and conditions. The SR 7 charrette study area in Broward County is no different. There are general principles of good urban design that can be applied in one way or another almost everywhere. These are time-tested fundamental principles that have shaped great cities for centuries. These are the underlying principles the Treasure Coast Regional Planning Council used during the charrette.

Characteristics of the Best Towns and Cities

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

Well defined center and edge

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

A hierarchy of interconnected streets

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

Beautiful streets designed for both cars and pedestrians

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

A diversity of housing types and affordabilities

All members of the community must be able to find a suitable place to live within the community. Communities need a great variety of people to function well—physicians, 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 of life is improved when people are able to live in close proximity to workplaces and frequently used shopping destinations. Ideally, many residents should be able to reach centrally located work place and shopping destinations by walking or by very short vehicle trips.

 Appropriately located sites for civic buildings

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

Provision of a variety of parks and open spaces

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

Citizens participating in the charrette recognized these principles and developed a series of requests consistent with achieving these characteristics of good places to live.
Public Open Space

Parks and open space are critical for the success and livability of any neighborhood. All agree that parks are important and desirable to have, but if they are not designed properly or located in the right place, they could fail. The following defines open spaces from more rural to more urban.

Regional parks have acres of preserved land with room for active recreation. The land for this type of open space should coincide with a natural feature in the area. The study area has several such locations. The most obvious locations are in the southwest and southeast quadrants of the Citizens’ Master Plan.

Multi-use play fields are large enough to play baseball and soccer and are needed in the area. If possible, these fields could be incorporated into land dedicated to the existing schools. The possibility of sharing these fields with the public when the school isn’t using them could be explored.

Greens are a third type of public open space. A green is an urban, naturalistic open space surrounded by buildings. Trees are typically informally planted. Greens are landscaped with trees at the edges and sunny lawns at the center. Greens may contain benches, pavilions, memorials, and paths.

Smaller and more formal than Greens are squares. A square is a public open space that provides a setting for civic buildings and monuments. Civic buildings should be located at the center or edge of the square. The space is defined by formal tree plantings and should be maintained to a higher standard than parks or greens. Squares can either be attached or detached meaning the square can either be part of the block or surrounded by streets on all four sides.

All of the mentioned types of public open space should be considered in the planning of the charrette study area. A good variety of all the types will produce a more desirable and livable neighborhood.
Two Patterns of Development

One of the most unfortunate trends in conventional development patterns is the segregation of building uses. Figure 1 shows this very clearly. The mall is separated from the apartments, which, in turn, are separated from the houses and the school. Instead of being able to walk from work to school or shopping to home, the distances become too great, and the car is needed for every task. In addition to this, a parking spot is needed for each trip at each location. Instead of parking in one place and walking to a few places and then getting back in the car, it becomes necessary to drive and park at each location. Therefore, a greater number of parking spaces are needed. Additionally, typically all the business traffic empties onto a collector road or arterial highway. All of these extra trips share one road to get from destination to another. The result is that the more development that happens, the worse the traffic gets. The most commonly used "solution" is to widen the arterial, which often makes the road more dangerous and unpleasant. This happens all over the country. SR 7 and Broward Boulevard have been widened in the past. With a growing population, it is unreasonable to assume that these roads can carry nearly all the traffic. They may have the capacity to handle regional traffic passing through the area, but when all local trips require using one of these roads, they become over capacity. Dealing with traffic becomes a nightmare.

Conversely, traditional planning mixes the uses and makes it possible to easily walk from one place to another. A logical street network is critical for this system to work. Neighborhood streets that link all the uses together reduce intensity on the arterial road. A person could easily travel from his or her apartment to school and stop at the mall on the way without getting on to the arterial. As a result, the arterial is limited primarily to through traffic and semi-local trips. A better street network and a mix of uses are two fundamental ingredients in the making of a successful neighborhood.
10 GENERAL PRINCIPLES OF URBAN DESIGN

The Grid

The grid is the most efficient system of street planning. A dense network of streets provides more options for drivers. Traffic jams and bottleneck patterns of circulation are avoided when every driver has an increased number of ways to get from point "A" to point "B".

The image on the left has the same amount of pavement as the image on the right. The difference is that everyone who drives in the town on the right must use the same road regardless of their destination even if they want to travel from east to west instead of north to south. The driver in the town on the left has multiple options. If an accident slows traffic on one road, the driver can turn left or right at the next intersection and avoid major delays. A grid should be predictable. If roads do not connect or do not continue for great distances, they become less efficient, and people will not use them because they do not know where the road will end. A grid can have variances and irregularities in it, as the diagram on the left suggests, but it must contain predictability.

Block Size

The size of a city block varies in dimension from place to place. The entirety of Manhattan north of downtown has blocks roughly 200 feet by 800 feet. Typically, the shorter side of the block has a dimension compatible with development patterns. The Manhattan block is shallow by most standards. Two-hundred feet is not large enough for back alleys or parking since blocks are divided in two to accommodate two parcels facing opposite streets. A good shallow dimension of a block is between 250 to 350 feet. Anything less will produce shallow lots without space for private parking. Anything more will produce excessively deep lots, and land will be wasted.

The length of blocks is also very important. Five-hundred to 800 feet is a good range. If the block is designed to too long, it will diminish the efficiency of the grid and will make distances between blocks too great for walking.
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.
Civic Buildings

Public buildings such as schools, churches, and temples are important to have in neighborhoods. They help to give identity and orientation to a place and can create a sense of pride for many who live nearby. Currently, the study area has few public buildings. Public buildings should be special and contribute to the overall composition of a neighborhood. Furthermore, public buildings should be the most special of all buildings.

Plantation has made a commitment to its public infrastructure. Bus stops, walls, pylons, and gates clad in brick symbolize civic pride throughout the city. The city's commitment should be further applied to all public buildings in the city including schools, post offices, town halls, churches, temples, and police and fire facilities. Public buildings are almost meant to be different from other buildings. Rules regarding height, setbacks, and parking should be waived for public buildings. An excellent example of this special treatment of public buildings is Fort Lauderdale's water treatment plant. It sits back from the street and presents a front yard to the city. The yard allows the entire building to be view without any obstructions just as the Pantheon in Rome is seen.
The Master Plan represents the hard work and creative visioning of all who participated in the charrette process. The Master Plan is the amalgamation of all citizen input into one cohesive plan. It is also a collection of many individual projects that together create one plan.

Planning for redevelopment is time consuming and difficult, and a master plan facilitates redevelopment. During the week of the charrette, the design team evaluated the citizens' ideas to ensure that the ideas fit into the area and were possible to implement.

The Citizens' Master Plan concentrated on the parcels that shared property lines with SR 7. There are exceptions to this, most notably Peter's Road. However, existing neighborhoods (shown in yellow) were left untouched. Although much of the commercial property along the corridor in the Citizens' Master Plan has been altered, it does not preclude any property owner from exercising his/her individual property rights. The plan is a recommendation for the various city staffs to push forth as a vision for future growth. The new roads, parks, and transportation routes in the Master Plan serve double purposes. They improve the quality of life for their residents, and they create attractive, predictable locations for redevelopment.
Fold-Out Master Plan
A TOUR OF THE PLAN
A Tour of the Plan - Healthcare and Auto Mall Districts

The Healthcare and Auto Mall Districts

A tour of the Citizens’ Master Plan begins in the northernmost district of Plantation. The city’s Community Redevelopment Area plan defines this neighborhood as the Health Care/Auto Mall District. Today this area is home to successful new and used car dealerships, auto service centers, hotels, a school, and the Plantation General Hospital. The large car dealerships and hospital seem to be prosperous and offer a good tax base to the city. However, with the intense growth South Florida is experiencing and with over thirty acres of land in the district either undeveloped or serving as surface parking for the dealerships, this land seems prime for redevelopment. A long-term strategy is needed for when this growth does come.

The car dealerships on the western side of SR 7 include Rick Case Acura and Hyundai and Plantation Ford. Each dealership has an inventory of over 500 cars. A vast amount of parking is required to house these expanding inventories. While land is still relatively inexpensive, the cars will remain surface parked, but when the dealerships should decide to redevelop, stacked parking and building garages is the ultimate best use of the land.

This stacking strategy has proven effective in other South Florida cities. The added cost of structured parking is lessened or eliminated by selling or developing the land that is currently used for car storage. The Citizens’ Master Plan promotes a proposal that consolidates parking. Parking capacity could possibly exceed the number of required parking spaces in garages close to SR 7. The dealership showrooms and service centers could remain in the ground floor of these buildings. Additionally, linear buildings should be built adjacent to the parking structures along SR 7 to present a more attractive and urban face to the corridor. The addition of a dedicated slip-street, an idea already starting informally in the area, will help to calm traffic and allow easier entry into businesses.

The highest demand for land in the area is residential. The residual land left by the dealerships could be developed as such. An elementary school is located within walking distance. The new residential
1. Plantation General Hospital
2. Existing school
3. New residential development on auto dealership property
4. New parking garage and clinical office space
5. New mixed-use buildings (currently hospital parking)
6. Redeveloped dealership properties with structured parking and liner buildings

Auto dealer in Coral Gables, Florida: parking above and showroom below

The Collection, Coral Gables, Florida: a mixed-use development
properties will act as a buffer between the school and dealerships. Added residential units will also help to police the dealership and provide added security to the students. The notion of "eyes on the street" is applicable here. If more people live near the school and have units that face the streets in the school's neighborhood, then more people are aware of the happenings around the school. Also, more residences within close proximity to the school increase the likelihood that students will be able to walk to school decreasing the dependency on the automobile.

The hospital should also prepare a plan for eventual redevelopment. Plantation General Hospital shares many similar characteristics with the dealerships: a lot of land used primarily for surface parking. A site should be located for structured parking. The Citizens' Master Plan recommends one block south and east of the hospital. The building would be lined with sellable space, perhaps for residential, but more probably for medical related offices and clinics. Close proximity to the hospital is desirable for these types of businesses. The added land freed by the building of the garage is sellable. The profit from selling the land could significantly offset the cost of the construction of the garage.
Proposed Plantation Auto Mall: auto dealerships and hospital with structured parking and redeveloped properties
The Four Corners District

The Four Corners District is referred in the City of Plantation in its Community Redevelopment Area plan is the four corners surrounding the SR 7/Broward Boulevard intersection. The intersection is dominated by four large property holdings. This intersection is perhaps the most important and most promising of all the commercial intersections along the entirety of SR 7. Broward Boulevard connects SR 7 to downtown Fort Lauderdale, which is five miles away and is the largest downtown in the County. Today, the Four Corners District is under performing and lacks any sense of place or special definition. The Four Corners District could be an amazing place filled with people, restaurants, entertainment, and transit possibilities. Instead, it remains void of all of these things.

The City of Plantation has jurisdiction over the Four Corners District and has made it a priority to provide incentives to spur redevelopment on these properties to realize their potential. The city has also allowed an increase in height and density in the zoning code to promote growth. The promotion of these properties is sure to attract attention and eventual redevelopment.
Northwest corner: empty strip malls and parking lots

Southeast corner: under performing retail

Auto-dominated SR 7 and Broward Boulevard

Well-defined transit stops: Plantation bus shelters
The Northwest Corner

The northwest corner is occupied by an under performing strip mall and ethnic grocery. Many of the shops in the mall are closed and vacant. This corner has remarkable retail potential due to its “homebound” location along Broward Boulevard. Large retailers are often attracted to locations on the right-hand side of the street that have the potential to attract drivers going home after work. An urban grocery store would be an ideal tenant for this location. National Groceries is developing urban models that are smaller and more urban in scale than their suburban counterparts. The Citizens’ Master Plan recommends the northwest corner is the right location for a grocery to be interested. Turning the store around and putting the parking in the rear will present a more civilized face to the street. A small plaza or green could be added to heighten the pedestrian experience of the intersection. Residential development should line the edge of the property to the west. This will act as a transition to the existing neighborhoods and add additional housing within walking distance of the new neighborhood grocery and transportation systems. Walkability is paramount to the success of any urban neighborhood center.
The northeast corner are the best maintained and most successful of any of the corners. Franchise restaurants and a national drug store are among the tenants. The remainder of the property is held by a strip mall that has been renovated in the past ten years. Today, the northeast corner property is economically viable.

Because of the economic viability, the Citizens' Master Plan has taken a long-term approach in its planning. The situation is fine today, but if and when the property changes hands or the current development team wants to expand or rebuild, then the City of Plantation will already have a vision for the property that they can promote.

It is important to note that this corner of the SR 7 and Broward Boulevard intersection has the tallest and most ambitious zoning classification. Buildings are allowed to reach as tall as seven stories on this lot. This is an attractive incentive for development and is all the more reason to have an intelligent plan in place when that time comes.

The Citizens’ Master Plan resolves the dilemma of the single large lot by dividing the property into a series of streets and blocks. This strategy allows the developer to divide the parcel into sellable lots but does not preclude him/her from developing the entire property him/herself. The added streets and blocks give form to the site and create the foundation of a successful mixed-use neighborhood.

An anomaly in the existing grid of the city was noticed. The meandering road of NW 38th Avenue in the Broward Estates neighborhood had historically been planned to intersect with the corner of SR 7 and Broward Boulevard, continue its path through the southwest corner of Plantation as Bryan Boulevard, and eventually turn into SW 40th Terrace. Today, the enormity of the intersection makes the transecting diagonal difficult to navigate, but the memory and historic significance of the street could still be recognized. A park is located at the current termination of NW 38th Avenue. Aside from its historic meaning, it is also an appropriate location for a neighborhood park. It is separated from the noisy intersection and is surrounded by residential buildings on all its sides.

Mixed-use buildings are proposed along Broward Boulevard and SR 7. In order to accommodate parking for potential seven story buildings, a garage will need to be built. The parking strategy here is to “sandwich” the parking structures between the mixed-use buildings along SR 7 and the residential units that face the new park. The strategy will help minimize the visual impact of the garage by essentially lining, or hiding its longer sides. The type of mixed-use along SR 7 and Broward Boulevard could vary. Retail should be located on the ground floor, and at least one floor of offices could be placed on top. The offices act as a transition or buffer to the upper floors that could be developed as residential.

The northeast corner of Plantation’s “Four Corners” District is planned with all the ingredients of a complete neighborhood-mixed-use, mixed building types, walkability, and a neighborhood park.
The southwest corner of Plantation's Four Corner District is the smallest and most restricted. This corner is occupied by an aging strip mall and the City of Plantation's northernmost entrance feature. The strategy used to design this block was to redevelop the strip mall property while maintaining and celebrating the city’s entrance feature.

A mixed-use building is proposed for the corner. Due to its smaller lot and closer proximity to the adjacent neighborhoods than the other corners in the district, the building is more modest in its mass and height. A two-story building rises gracefully to three in the wings and four at the corner. The building embraces the city's entrance monument and helps proclaim the city's entrance by retreating its mass from the corner in the form of a quarter-circle. The parking is located in the rear of the property. The parking and landscaping behind the building create a transition from mass of a four story building to the adjacent one-story neighborhood. The parking provides separation to the neighborhood. The top of the parking deck is also an opportune moment to provide amenities such as a swimming pool to the residents of the building.
Entrance building for Plantation: northern gateway into Plantation
The Southeast Corner

During the charrette, the southeast corner of SR 7 and Broward Boulevard was one of the most discussed pieces of property in the entire study area. The City of Plantation has promoted and created incentives for the redevelopment of this property for some time and with good reason. The lot is occupied by a poorly-maintained mall from a previous era of retail, and it has become an unattractive element at the city's gates. The discussion of this property was further weighted by two additional facts. First, the city has approved the sale and redevelopment plan of a mixed-use project on the site, and secondly, the recent announcement of a proposed east-west mass-transit rail line that would follow a path north on SR 7 and turn east on Broward Boulevard towards downtown Fort Lauderdale. There is no doubt that new development on the site, which includes both retail and housing, is a benefit to the city. The proposed project promises to offer units at costs more affordable to buyers and renters. These are all beneficial and positive things to the city; however with the additional knowledge of the transportation line coming in the future, the charrette team offers a plan to the city and developer for contemplation.

Southwest corner: no longer for bargain uses

A Regional Crossroads: the emergence of a true transit neighborhood
Broward County Metropolitan Planning Organization has indicated that an east-west mass rail transit corridor be built along I-595 from the west heading north on SR 7 and then turning eastbound towards downtown along Broward Boulevard. At the time of this report, a decision had not been made on the type of transportation system being proposed.

Due to the nature of the right turn onto Broward from SR 7, the area around the southeast corner of the intersection makes the most sense to locate a station. Other locations are possible, but to insure maximum convenience to riders, the station should be as close to the corner as possible to avoid the need for transfers or long walks. Placing the station on any other corner would likely increase the complexity of the rail project and decrease convenience for potential riders requiring crossing the constantly congested intersection of SR 7 and Broward Boulevard.

The Citizens’ Master Plan locates the new station at the corner of the intersection. The station becomes an object in a newly designed urban plaza. The plaza is defined by two new streets that could serve as a drop-off locations for riders and an alternative route for drivers heading eastbound on Broward Boulevard from SR 7.

This station would also serve as a transfer location to other forms of transportation and could accommodate park-and-ride options. In the case of the latter, additional parking would be needed. The Citizens’ Master Plan illustrates an on-site multi-storied parking structure with enough spaces to accommodate a limited number of riders and residents living in the building that surrounds the large garage. The zoning will allow for a taller, larger building so a skilled architect is required to ensure that the building is appropriate and compatible with neighboring projects. Location of this building is critical. The building shown in the Master Plan is large enough to respond to the parking demand and small enough to allow for an additional block of neighborhood compatible development to occur to the south. In this case, townhouses are shown. The rest of the site is filled with smaller mixed-use buildings located to the east of the primary building.
Slip Streets

The idea of the slip street is not new to Plantation. There are many examples of these streets running parallel to busier thoroughfares throughout the city, and a great example of one is located within the study area. An existing slip street parallel and west of SR 7 begins at Peters Road to the south and continues north to SW 8th Street.

The slip street is an intelligent solution to provide a slower, calmer, more manageable environment for patrons of local businesses along the corridor. It can be intimidating and unsafe to drive along the corridor searching for an address or sign while traveling at speeds approaching forty miles per hour, suddenly stopping, and making a quick right turn into a parking lot. A lot of drivers do not find time to signal and run the risk of getting into an accident. In addition, if a potential shopper misses his/her turn, the procedure for doubling back is frustrating. It usually involves crossing over three lanes, doing a series of U-turns, and starting over. SR 7 has a limited number of parallel continuous streets nearby, and if they are there, they’re often walled-off so driving around the block to double back is generally impossible.

The slip street solves both problems: turn right turn onto the slip street and double back around the block. Speeds on the slip street are much less than the highway. Drivers can take more time looking for addresses without worrying about an accident. They can also pull off the road into a parallel parking spot to reconfirm the address. If feasible, the slip streets could also be designed for two-way traffic. This would help solve the need for U-turns on SR 7 and reduce the traffic on the road.

Slip streets are recommended and proposed throughout the study area along SR 7. Whenever redevelopment occurs, a twenty-foot wide slip street should be added. Through time, the new network will be completed. The success of the building of the slip streets is dependent upon the size of the lots from which the right-of-way would be taken. Shallow property depths could preclude the roads from happening. This situation, however, is more the exception then the rule. Most lots facing SR 7 have the critical depth, and the addition of a slip street would be a welcomed relief to SR 7.
Locations of existing (yellow) and new (red) slip streets in the study area.
A Tour of the Plan - Slip Streets

Chico, California: the Esplanade is a great example of the slip street.

Aerial view of Plantation slip street

Esplanade in Chico, California
Plan of the proposed slip street: buildings are placed close to the street, and parking is moved to the rear.

Section of the proposed slip street

Houses converted into businesses along the slip street

Example of an alley with rear-loaded parking along the slip street
Southern Car Dealerships

Two primary groupings of new auto dealerships along SR 7 in the charrette study area currently exist: the northernmost auto mall district on the west side of SR7 just south of Sunrise Boulevard and a grouping located in Fort Lauderdale on the east side of the corridor south of SW 16th Street and north of I-595. Although the locations and jurisdictions are different, the strategy for redevelopment is the same. Short term goals should include improving the area aesthetically by adding elegant street lighting, increasing the number of street trees, widening the sidewalk, and creating more separation from traveling vehicles and pedestrians. The steps by the city would spur investors to develop and build along the corridor. When this day comes, a set of long term strategies outlined in this document will be at hand. Those long term goals follow the motto of "phase out or build up."

Car dealerships with surface parking require a great deal of land. Typically a new car dealership of a major auto manufacturer can have anywhere between 200 and 1000 cars at any one time. As land becomes more and more valuable, the cost gap between building a structure to store the cars and continuing to hold on to acres of land diminishes. South Florida's real estate market has boomed. Demand for residential property has been the highest in years and shows no sign of abating. SR 7 could accommodate much of this housing demand. The long-term strategy for the dealerships is to sell or develop the land currently used for car storage for residential uses and take the revenue generated by the residential units to build a garage. Additionally, the city should require that these new garages be lined by retail, office space, or residential uses to ensure that the face the buildings put towards the city is desirable.

Cars line the streets and sidewalks, not buildings

Southern car dealerships

Short Term Recommendations: improve lighting and widen sidewalks
Southern Dealerships: existing conditions consist of surface parking and no transition to adjacent neighborhoods

Proposed changes include a slip street, structured parking, and townhouses facing the existing neighborhoods.
The neighborhood of Broadview Park is currently under the jurisdiction of Broward County. This will soon change. Broward County has made a commitment to dissolve all of its unincorporated property through city annexation or formations of new municipalities. There has been a lot of discussion as to which municipality, if any will annex Broadview Park. Plantation is its northernmost neighbor and would be a logical choice. The improvements to Peters Road would give residents of Broadview Park a new "Main street." Fort Lauderdale annexing the neighborhood would make sense as well. This would allow the city to control both sides of SR 7 south of Davie Boulevard. In addition to this, Fort Lauderdale already owns well fields and parks in Broadview Park; this would give them the opportunity to reassemble them. Davie is another candidate. They share the Broadview Park's southern boundary and seem the most eager to claim it. Speculation of where Broadview Park will end up did not effect the design recommendations and changes at all. Good urban design acts independently of boundaries and jurisdictions. A number of changes have been proposed to improve the quality of life for all the neighborhood's residents. The jurisdiction that annexes Broadview Park will be able to hit the ground running with the Citizens' Master Plan in hand.

The City of Fort Lauderdale owns significant amounts of land in Broadview Park. The majority of this land today is being used as well fields for the city's water treatment facilities. The wells are still in operation, but are in the process of being phased out. An immediate opportunity is already present. The fields are required to be there, but the physical form they take can be manipulated. Today they are barren and generally unplanned. As long as buildings or uses, which might contaminate the water table, are restricted, there is no reason why the well fields couldn't immediately be transformed into new neighborhood parks. No property acquisition would be required.
Rockpit Ball Fields: a success story

The well fields could be used as park space to form a grand central park for Broadview Park regardless of the city that city annexes area

A “Central Park” of Broadview Heights

University of Virginia: A Public building (library) terminates the view of a great open space flanked by residential buildings (student and faculty housing). The same formal principles exist in the proposed well field park.

A longer-term approach keeps the spirit of new park space and expands it. Maintenance buildings in a property north of the well fields could be removed to expand the park creating a grand linear parkway. The extended park is capped by two new public buildings one on each end of the green. The program of these buildings is open for discussion, but a list of suggested ideas includes, a park pavilion, a library, or a new community center.

This great new addition would give a recognizable center to the neighborhood. It would also add value to all homes that face it. It preserves the memory and form of the well fields and creatively reuses them adding an amenity to a deserving new city neighborhood.
One of the most common requests heard during the Saturday public workshop and repeated throughout the week was a proposal to turn the land immediately to the north of I-595 into a welcoming gateway for the region. I-595 divides Davie to the south from the study area, and the consensus of the citizens was to proclaim this fact. It in the entrance to a new place, and it should be designed as such.

The area today is a mix of auto and semi truck services and large parcels of vacant land. The Peterbilt property occupies the western parcels at the foot of the I-595 ramp. This land is currently under Davie’s jurisdiction. It along with an apartment complex development across SR 7 are the only Davie-owned parcels within the boundaries of the charrette study area.

The Peterbilt property today is a good neighbor with a property in relatively good shape. However since the Citizens’ Master Plan is intended to look at long term solutions as well as short term strategies, it would be a mistake not to plan for the eventual redevelopment of the property.

A popular request made during the Saturday session on June 25 was for a new hotel to be located somewhere in the area. The western Davie parcel is a great location for a hotel. When the time is right to redevelop, the Citizens’ Master Plan proposes the rebuilding of city blocks and a logical street network to help regularize the property and make it easy to navigate. A slip street runs parallel to SR 7 and westbound on-ramp of I-595. The purpose of the slip street is to provide a slower, safer road for cars and pedestrians. The hotel is the central piece in the property, both geographically and architecturally. The architecture can be embellished, and the building can stand out from its neighbors. The building will be seen from I-595. In this manner, the building can be seen as an icon and recognized as a hotel from a great distance.

The hotel is flanked to either side by mixed use office and commer-
The Citizens' Master Plan calls for new parks, a hotel, and new residential projects. Commercial uses. Restaurants and office-supporting retail could thrive here. Due to the proximity to I-595, the district should have no problem attracting office tenants.

Separated by an alley, the blocks containing the hotel and offices are lined by townhouse units. This design strategy offers a compatible use adjacent to existing neighborhoods, for the townhouses act as a transition from the much more dense towers of the offices and hotels. In addition, the alley offers a more hidden location to load and unload services.

Traveling north along the slip street away from the hotel, the road is met by a new neighborhood green. The green provides a formal entrance off of SR 7 into the new district and acts as a traffic regulator by redistributing automobiles from the slip street onto SW 41st Avenue. The blocks to the north of the green do not have a slip street. The depth is too shallow to justify the need.

To the east of SR 7, the major components in the Citizens’ Master
Plan involves the addition of new park space. A linear passive park meets SR 7 and the southern boundary and continues north until it reaches SW 20th Street. A new slip street divides the linear park with another new park being planned by the City of Fort Lauderdale. SW 20th Street bends and meets Riverland Drive. Today this intersection is the scene of many accidents. The Citizens’ Master Plan changes the design so that the two streets meet at a ninety-degree angle. Additionally, townhouses and one mixed use building have been added to the master plan to provide additional housing and services for Fort Lauderdale’s Riverland neighborhood.
A Proper Entrance: southern gateway into the City of Plantation
The most discussed, questioned, and debated topic during the charrette involved Peters Road. Three primary concerns were raised consistently throughout the week. The first involved the general character of the road. Citizens felt that the road was unkempt and unattractive. They wanted to see the street cleaned up, repaired, and beautified. The second concern was traffic safety. The intersection of Peters Road, Davie Boulevard, and SW 45 Avenue creates a variety of hazards. This intersection has been the scene of many accidents, traffic tickets, and headaches for its neighboring residents for years. The third concern focused around a design of two large properties: McGinnis Park and the Australian pine tree stand. The citizens' requests for a solution to these three major concerns were a top priority of the charrette team.

Peters Road has existing deficiencies that keep it from being a great retail street. The asphalt is crumbling, suburban swales interrupted by drives flank the sides, and the uses along this stretch of the road are questionable. Parking occurs on the swales and setbacks of the businesses haphazardly enhancing the appearance of disorder and disregard. At the center is a mobile home park that appears overgrown and lacking maintenance. The irony here is that Peters Road may be one of the most unsightly streets today, but it has the potential of becoming the most beautiful.

SR 7 has been designed and built as a highway. The physical appearance of it can be enhanced and beautified, but in terms of pedestrian activity, SR 7 will always be somewhat challenging to cross. It could become a beautiful commercial and residential corridor with great access to other parts of town via its mass transportation. SR 7 is not to become the main street of town. Peters Road, on the other hand, still has that possibility.

The wider a street gets and the more lanes of traffic are added, the harder it is for a pedestrian to cross. Peters Road today is three lanes: one travel lane in each direction and a central turn lane. It does not need to be designed to function like SR 7. If designed properly, Peters Road could become a great street. Keeping the...
three lanes and reducing their widths to ten or eleven feet will slow traffic. Adding parallel parking to either side will also help, and the added spots will help local businesses. Wide sidewalks with plenty of street trees planted in grates and pedestrian scaled decorative lighting will add to the character of the place. Finally, new buildings that house, retail, office, and residential uses could be placed facing the street, with minimal setbacks, and parking in the rear. These are ingredients needed to create a success main street.

Retail along Peters Road should be categorically different then retail found on SR 7. It would be a mistake to try and compete with the retail power of SR 7. The key for Peters Road retail is to attract another type of shopper. If SR 7 targets regional draws such as chain restaurants and national retailers, then Peters Road retail could include neighborhood services, cafes, small restaurants, art galleries, and other local uses. The live-work unit as a building typography could thrive on Peters Road. This unit type places the property under single ownership. Ideally, the owner would have a local business on the first floor and live space above. This doesn’t preclude the possibility of renting out the ground floor to help pay off the mortgage of the property. The type is very flexible as it can adjust to market trends.

The buildings along Peters Road should be limited to three or four stories. Anything higher could place an unachievable parking requirement on the development. The Citizens’ Master Plan proposes an entrance feature, a tower, at the intersection of Peters Road and SR 7. A building such as this will mark the entrance to the new main street and will be identifiable from a distance. Added care needs to be given towards the design of this special building, and height and other code restrictions should be waived if appropriate.
Proposed improvements to Peters Road: wide sidewalks, street trees, and canopies are all designed with the pedestrian in mind.

Live-work units in Seaside, Florida: a different kind of retail.

Proposed improvements to Peters Road: a new main street.
The second topic often discussed during the week, was the dangerous condition of the intersection of Peters Road and SW 45th Avenue and the merging of these two streets into the Davie Boulevard Extension. The problem involves two intersections. Currently, making a left turn from Peters Road into the Plantation Country Club Estates neighborhood via SW 45th Avenue is illegal. However, this does not stop many people from turning left. Plantation Country Club Estates has built walls around their neighborhood blocking off all but two streets from penetrating it. For the residents who live inside the wall, not making that left hand turn means a much longer drive home.

The second traffic danger in the area is the traffic light on Davie Boulevard. Traffic heading east on the Davie Boulevard travels fast, and the traffic light comes up quickly. The light is difficult to see during the day since the trees from a nearby park hide sight lines towards it. Additionally, pedestrians crossing the five lanes of traffic along the Davie Boulevard Extension cannot see the speeding cars until the last second.

A properly designed roundabout solves problems at both intersections at once. If the roundabout is large enough, it can turn the two intersections into one. Roundabouts also have the added benefit of not needing traffic lights. All drivers yield to those inside the roundabout. Roundabouts can be more efficient than signalized intersections.

In short, this roundabout would solve the traffic problems at two intersections, provide a central plaza at the end of a new main street, and give a positive identity to an area of town without one.
The form of the Campidoglio (capital building) in Rome, influenced the proposed Peters Road roundabout.
A new, useable, safer, and efficient urban plaza
The final design concern of the area to be address was how to incorporate a new McGinnis park in Plantation Country Club Estates into the plan, and what to do with the large and dense Australian pine tree stand that hovers over the area.

McGinnis Park in the Country Club Estate is currently nothing more then an empty field with a chain link fence. The city of Plantation has proclaimed that the land will one day become a new city park. This is great news. The land is well located and a good size for a new city park. The challenge of the design team was to make the park a real part of the neighborhood.

The City of Fort Lauderdale owns a well field adjacent to the park. The well is abandoned and prior arrangements have been made to attach this added space to McGinnis Park. The additional land is welcomed into the neighborhood and will only add to the park's appeal.
Detailed plan and section of the Peters Road area
A Tour of the Plan - Peters Road

Park Diagram: a proposed chain of parks would promote outdoor activities and become a natural wildlife corridor.

Broward County has a number of nice parks in the area.

The “Rockpit” Ball Fields are part of the proposed “Chain of Parks.”

Broward County has a number of nice parks in the area.
McGinnis Park has the unfortunate characteristic of being within a few hundred feet of Peters Road. This creates a dilemma. The land between the park and the road is not deep enough to develop two sets of buildings, one facing the park and one facing Peters Road, as would be ideal. Instead an alternative solution emerged. Build facing the main street, and develop a series of out buildings above garages with windows facing the park behind. This will present a front face on main street and at least some natural policing of the park by its neighbors. This is less than ideal, but it is a good solution to a difficult problem.

Finally, the tree stand was discussed. Concerns were raised about the safety of the area, and its current status of a homeless hang-out. If the park is unsafe it is probably because it is unoccupied and seldom policed. The Citizens’ Master Plan calls on the tree stand to become a key element in a newly formed chain of parks and open space promoting outdoor activities and creating natural wildlife corridors. The chain would begin with the golf course, continue to McGinnis Park, cross through the adjacent block with a pedestrian path leading to the tree stand, and continue to the new well-field central park of Broadview Park.

When finished, the changes to Peters Road and the surrounding properties, streets, parks, and neighborhoods will dramatically affect the area in a positive way. A complete neighborhood will emerge with an added quality of life and an activity and opportunity for all its residents.
TRANSIT SYSTEMS
**Bus Rapid Transit**

A final decision on the type of transit system will be chosen has not been made. The indication is that the system will be a type of rapid transit system, most likely rail. Many cities have successfully used these systems. European, Canadian, Asian, Latin American, and a handful of US cities have been using them for years. All indications show a strong growth potential in Broward County. SR 7 is targeted as a redevelopment corridor hopeful of attracting some of this growth. Mass transportation has proven its value as a way to reduce traffic and spark economic development in many cities. The time for planning this type of system is now.

Bus rapid transit is a relatively new umbrella term for urban mass transportation systems providing high-quality bus services. They may use existing roadways or dedicated rights-of-way or a combination of both. The term encompasses a broad variety of modes including those known or formerly known as express buses, limited bus ways, and rapid bus ways. A bus rapid transit system may have dedicated roadway in areas where traffic congestion would be greatest but also utilizes existing highways and roadways to reduce costs. Optimally, such routes offer advantages over regular bus service with greater service frequency, increased capacity, and higher speed. (Wikipedia. 2005. <http://en.wikipedia.org/wiki/bus_rapid_transit> (12 Aug, 2009).)

The key argument in favor of bus rapid transit systems is that they can provide quality of service similar to light rail or rapid transit systems but at greatly reduced capital investment in vehicles and right-of-way. This can lead to their use as interim systems until light rail is built. Buses also have a great deal of flexibility and can often be rerouted if necessary. However, opponents favoring rail transit point out that many bus rapid transit systems are still subject to traffic congestion and they suffer from poor ridership because they are unattractive to middle and upper class commuters.
Light rail or light rail transit is a class urban and suburban passenger railway that utilizes equipment and infrastructure that is typically less massive than that used for rapid transit systems with modern light rail vehicles usually running along the system. Light rail is the successor to streetcars, trolleys, and trams in many locales although the term is most consistently applied to modern or modernized tram or trolley operations employing features more usually associated with metro or subway operations including exclusive rights-of-way, multiple unit train configuration, and signal control of operations.

Light rail transit are almost universally operated by electricity delivered through overhead lines. Several systems are powered through different means, such as the JFK Airtrain, which uses a standard third rail for its electrical power, and trams in Bordeaux, which use a special third-rail configuration in which the rail is only powered while a tram is on top of it (making it safe to install third rails even on city streets). A few unusual systems such as the River Line in New Jersey and the O-Train in Ottawa use diesel-powered trains, though this is sometimes intended as an interim measure until the funds to install electric power become available. (Wikipedia. 2005. http://en.wikipedia.org/wiki/light_rail_transit (12 Aug, 2005).)
An elevated, or submerged rapid transit, or metro transit system, is a railway system usually in an urban area that usually has high capacity and frequency with large trains and total or near total grade separation from other traffic. This can occur underground, such as the case with New York City's Subway and London's Underground, or elevated on tracks as is the case with Miami's Metrorail. Metro systems can also rise or sink above grade in more urban areas such as city centers and downtowns and return to grade in the suburbs or outlying areas of the city. For example, some parts of the "L" in Chicago are elevated in built-up areas such as the loop and run at street level along streets and in less crowded areas. In many other cities such as New York and Boston, the opposite occurs with trams descending into underground tunnels to cross the city center.
A thorough discussion of the specific types of mass transit needs to be accompanied by studies of the practicality of how and where these different systems could be placed within the constraints of SR 7. Bus rapid transit, light rail transit, and elevated metro systems have different implications on the physical environment.

Light rail transit would require similar strategies to bus rapid transit. A dedicated or shared lane is even more important in this case. Wires running above the train, and electrically powering the vehicle would be the most likely approach.

The most probable metro system that could be applied in Broward County is the elevated or at-grade rail. Due to the flooding issues and low sea-level elevations, subway or underground systems could be problematic. If the elevated system is implemented and built, it could either be located in the center median or off to one side. The advantage of building in the center is the grouping of services and tracks, and the need to build only one station. The disadvantage in that a pedestrian bridge at each station would need to span the width of SR 7. It would also separate the train from adjacent businesses and could diminish the effect it has on economic growth.
Light rail transit along SR 7: power lines run above

Elevated Metro: located on the side of the street with local buses running below
Side Elevation: Elevated Metro system located in the center median of SR7

Plan and Section: Station plus pedestrian connections
IMPLEMENTATION
The Importance of the Master Plan

The SR 7 corridor between I-595 and Sunrise Boulevard 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 jurisdictions of Plantation, Fort Lauderdale, Davie, and Broward County.

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.

In the absence of a detailed master plan, most redevelopment efforts will fall short of realizing their true potential. In some cases, redevelopment efforts will fail. In the absence of a master plan, property owners often fail to invest in redevelopment for fear of missing some hoped for future opportunity or fear of what might happen on neighboring parcels. Without the guidance of an overall master planned strategy for redevelopment, the development that is proposed turns its back on the surrounding properties and tries to wall or gate itself off from neighboring parcels. The result is rarely good.

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 is 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 recognizing that the general principles of urban design, outlined previously in this report, represent a fundamental paradigm for city building that should form the basis for most, if not all, city planning decisions. The caveat of the plan is that it relies on these principles for its eventual success. It cannot become a hybrid plan: using some ideas and ignoring others. The Citizens’ requests and the Citizens’ Master Plan were developed based upon these general principles, and individual development approvals should be consistently judged based upon them.

The second key is derived from the general principles but elevated in importance because it seems crucial to the success of the plan. Plantation, Fort Lauderdale, Davie, and Broward County need to work to increase street connectivity within the study area and should insist that as large parcels redevelop they accommodate new streets and interconnectedness between parcels if the Master Plan specifically indicates it. All streets should be designed as attractive public spaces for use by both cars and people, and no streets should be closed or gated. Most of the existing traffic problems along SR 7 are a direct result of an insufficient grid system of streets.

The third key is to assure that projects proposed within the city are designed to interact and support one another and the city as a whole. The best way to assure this is by requiring a high degree of consistency with the adopted Master Plan.

The study area's four jurisdictions: Plantation, Fort Lauderdale, Davie, and Broward County
IMPLEMENTATION

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. Attention and resources should instead be focused on opportunities that are strategically most important to achieving the long-term objectives of the plan.

High Priority Items

Mass transit is a long-term objective for the area

Items Requiring Immediate Attention

Plantation, Fort Lauderdale, Davie, and Broward County 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.

Until this process is complete, the responsible jurisdictions can not rely on the 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.

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 development rights are taken away from any land by rezoning. This 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 often ask too much for their 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” approach. Nothing prevents the landowner from proceeding with development 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
IMPLEMENTATION

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 for maintaining growth.

The jurisdictions should also establish an expedited review process. The process should make it easy for developers to get approvals for projects that are consistent with the adopted master regulating plan and zoning code, particularly within Community Redevelopment Area boundaries. Plantation has its Gateway District Community Redevelopment Area. Perhaps Fort Lauderdale could follow suit. 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.

The city that annexes the property and Broward County should begin working with Florida Department of Transportation toward the roundabout proposed at the intersection of Peters Road, Davie Boulevard, and SW 45th Avenue. This project could be coordinated with the rebuilding and urban improvements to Peters Road to minimize the impact, inconvenience, and cost of construction. Plantation could use some of the revenues generated by the Community Redevelopment Area to help finance. The Peters Road corridor is part of the Hybrid-Commercial district on the Community Redevelopment Area plan and should include the intersection as part of its jurisdiction.

Plantation already has a good incentive program in place offering Economic Incentive Grants to participating developers and existing business owners. The program has been a great catalyst to promote improved landscaping and building facades. The grants should extend to participants interested in redeveloping according to the Citizens’ Master Plan. The plan calls for many additional streets to be built. This will help ease the traffic load on SR 7, but many of the new roads are proposed on private land. The majority of the properties along SR 7 are planned with new slip streets. The land needed for the slip streets are currently privately held. The incentives could assist property owners with the added burden placed on them to complete this new street network.

Longer Term Priorities

Plantation, Fort Lauderdale, Davie, and Broward County should continue to participate in the SR 7 Collaborative, which establishes direction for the future of this important roadway. SR 7 should be viewed as the front door of a great many communities within Broward County. Its transformation from an unattractive highway to a beautiful boulevard should be the highest priority of many communities.
IMPLEMENTATION

Another long-term goal is for cities to pursue Regional Activity Center Designation. Plantation, Fort Lauderdale, Davie, and Broward County should support the adoption of standards by the county to promote infill and mixed-use development along the SR 7 corridor. Each city should seek designation of SR 7 as an Activity Center.

All cities should consider retaining the services of a city urban designer with a strong background in architecture and urban design. In the short term, these services can be acquired by contract, but consideration should be given to sharing a full-time position between the various Community Redevelopment Areas and city planning departments. Typical duties of the city urban designer include developing conceptual plans for different parcels, developing counter proposals to developer submitted plans that are not consistent with the city’s vision, reviewing building and development plans for consistency, and developing design guidelines and codes.

Once the properly educated and experienced personnel are in place, the development of advanced architectural design standards should begin. The City of Plantation has its Plantation Tropical Design Guidelines. This is a good start, but an advanced understanding of the Classical, Mediterranean, Florida Vernacular, Art Deco, International, Rationalist, Constructivist, Florida Modern, and any other desired architectural style is needed. Writing a set of guidelines and principles could be done on a contractual basis, but there needs to be expertise inside the planning departments to be able to identify good design from bad during approval processes. The above-mentioned styles all have categorical rules that dictate the notions of order, eurhythmy, symmetry, propriety, and economy. The foundation of architecture is based on these five principles. If these cities are to become truly great, the quality of architecture needs to improve, and a well-educated city planning staff with the patience and discipline to demand the best, will be the most successful.

Mediterranean Architecture General Characteristics

Buildings are typically ornate, asymmetrical, and eclectic: multiple levels, interior and exterior spaces, and buildings. Building mass tends to be irregular with a variety of shapes and heights. However, the appearance of solidity and permanence is critical.

Roofs of the primary structure are hipped, gabled, or a combination of both. Roof slopes are shallow and are generally sloped between 3/12 and 6/12.

Roofing materials are barrel tile, Spanish "SS" tile, or flat concrete tile.

Roof overhangs can vary from deep to none. When deep, overhangs are typically supported by sizable wooden brackets. Roofs without an overhang are typically treated with a molded cornice.

Vizcaya: A great example of Mediterranean Revival design in Miami.
Project Tear Sheets

Each jurisdiction 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. Sheets may be simple and short, or for complex projects such as street infrastructure, tear sheets may be several pages long. The tear sheets summarize all essential information regarding the project including its goals, objectives, estimates of cost, information concerning the 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.

The tear sheets are also a much more precise document than the conceptual Master Plan. The tear sheets graphically detail within inches the exact dimensions of proposed changes to the corridor. The tear sheets will indicate spacing of street lights and trees, widths of sidewalks and planting strips, and exact dimensions of any new street proposed. The tear sheets also develop parking strategies on a block-by-block basis. The number of possible parking spots often influences the feasibility study of a development proposal. It will be a way of the participating cities to predict how much square footage of development is possible. The tear sheets are a valuable resource for cities to have on hand. They will add predictability to the planning process.

Examples of Tear Sheets for describing and promoting redevelopment projects. A detailed and precise Master Plan is the foundation of the tear sheet and a way to test the plan for its development potential.
IMPLEMENTATION

**Funding**

The Citizens' Master Plan offers many ideas, some large and some small, but if they require construction to complete, then they require money to build, and ways to fund the projects become critical. The following is a list of possible funding sources.

**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 are 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 to provide 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 non-profit 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.

**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 to 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
IMPLEMENTATION

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 80-249 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 grants 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 startup and expansion within the CRA districts.

Success during implementation will require many people working hard together with one common goal: building a great place to live

Ongoing Assistance
The Treasure Coast Regional Planning Council has developed a team of experts that can provide local governments with supplemental man power and experience should time constraints make such assistance necessary. The Treasure Coast Regional Planning Council can direct staff to model ordinances, requests for proposals, models for design competitions, 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
**The Meaning of “Charrette”**

Charrette means “cart” in French. Various architectural school legends hold that at the Ecole des Beaux Arts, in 19th Century Paris, work was so intense that students frequently continued to sketch even as carts carried their boards away to be juried.

Today charrette refers to a high-speed, intense, and very focused creative session in which a team concentrates on specific design problems with citizens and presents solutions.

**The Process**

The SR 7 Citizens’ Master Plan and Charrette Report arose out of a public, seven-day charrette, held from June 25 through June 30, 2005. The Master Plan and report represent the citizens’ vision for the future of the SR 7 corridor within jurisdictions of Plantation, Fort Lauderdale, Davie and Broward County.

The Saturday public workshop included citizen participants and representatives from each of the jurisdictions who developed five different plans for the study area with Treasure Coast Regional Planning Council staff. The study area stretched between Sunrise Boulevard and I-595. Resident representatives presented each group’s ideas to the charrette attendees, and areas of consensus were identified. Throughout the week, the design team combined these resident plans and ideas into one comprehensive plan for the area, which included specific redevelopment recommendations and illustrations.

The Treasure Coast Regional Planning Council’s Urban Design Studio (Marcela Camblor, Dana Little, Wynsum Hatton, and Steven Fett), a team of professionals (A + S Architects and Planners [Derrick Smith], ArX Solutions Inc. [Patricio Navarro, Adrian Ferrari, and Sebastian Cacioli]), and urban designers (Sita Singh, Shalendra Singh, Jose Venegas, Jess Line, and Sasha Forbes) 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 City of Plantation’s Community Redevelopment Area office where the doors remained open to the public all week. A presentation of work in progress was held on Thursday, June 30, 2005. Residents, property and business owners, city staff, and elected officials were all present.

Work continued in the weeks that followed the charrette. A series of final presentations by Treasure Coast Regional Planning Council staff will be held during the fall of 2005.
The day began with an opening presentation by Treasure Coast Regional Planning Council’s Dana Little. He gave an overview of the current conditions of the study area and brought residents up to speed on the status of the latest developments. He explained that the charrette was an opportunity to make positive change and challenged them to be creative and open-minded in their recommendations for the future of the study area. After the presentation, the attending citizens gathered around tables with a design facilitator and discussed, drew, and dreamed of new ideas that could be one day become a reality in their neighborhood. Two principles were followed. “No idea is a bad idea.” “For today, don’t think about money.” With these two underlying principles, the teams all arrived at successful, creative plans. It was a pleasurable afternoon and one that left many residents feeling positive about the experience.
The public workshop on Saturday, June 25 was filled with excitement. Residents gathered around tables and drew their dreams of what the area could be onto large aerial photographs. After two hours, five groups produced five new plans for the study area. The individuals in the groups were all volunteers. The only recommendation to the residents was to sit with people they did not know. This diversity ensured that more concerns of the study area were addressed. It also gave them a chance to meet new people.
Group Plans

The residents worked hard and in the end, produced a clear vision of the area. This process itself took approximately two hours. When the tables finished, representatives from each table presented their tables’ ideas to the rest of the citizens, planners, and architects in attendance. A remarkable consensus was reached on many aspects of the plan. These citizens’ drawings became the foundation Treasure Coast Regional Planning Council would use to arrive at the finished master plan. The images shown here are of the plans each of the seven groups produced. These plans are now historic documents representing citizen requests.
The Citizens’ Requests

- Beautify SR 7 south of Peters Road
- Create an identity for the Fort Lauderdale/unincorporated parts of the corridor
- Build a gateway district with a hotel at the southern tip of the study area
- Beautify the well fields in Broadview Park
- Build a new community center in Broadview Park
- Develop a long term strategy for the car dealerships
- Redevelop the Four Corners District into a destination spot with a mass transit stop
- Build a bus transfer station
- Plan for a future light-rail line
- Redevelop Peters Road into a live/work district and make landscape improvements
- Reconfigure the intersection of Peters Road and 45th Avenue
- Design McGinnis Park as a neighborhood park for Plantation Country Club Estates
- Plan for workforce housing
- Locate an urban grocery store
- Locate nice restaurants
- Develop a shared parking strategy for the hospital and area businesses
- Limit height to three stories along corridor
- Create a connected park system
- Develop a system of roads parallel to US 1
- Slow traffic on SR 7 and Broward Boulevard
- Redevelop business along the entire length of the corridor

A person from each table presents the group’s ideas
The citizens’ ideas and dreams for their community: The group plans show remarkable consensus.
THE DESIGN TEAM

The Treasure Coast Regional Planning Council's design studio has worked together for years with the mission of providing local governments with planning services informed by the study and practice of urban design as a civic art. The Charrette team included the following individuals:

TCRPC Design Studio: Marcela Camblor, Steven Fett, and Wynsum Hatton, Dana Little
A+ S Architects: Derrick W. Smith
ArX Solutions Inc.: Patricio Navarro, Adrian Ferrari, and Sebastian Ciccioli
Urban Designers: Shailindra and Sita Singh, Jess Linn, Jose Venegas, and Sasha Forbes

THE OVERVIEW OF THE CHARRETTE PROCESS

AN OVERVIEW OF THE CHARRETTE PROCESS