



# Chapter 7: IMPLEMENTATION AND MONITORING SYSTEMS



broward **MPO**  
metropolitan planning organization



# INTRODUCTION

Previous chapters discussed project goals and objectives, baseline conditions, transportation and land use analyses, short-term and longer-term transportation project opportunities, and Mobility Hub scenario planning outcomes for the Hollywood/Pines Boulevard Corridor. This chapter focuses on implementation steps for both transportation projects and strategies but also for incremental and transformative land use changes consistent with the project scenario planning activities.

With respect to implementation of transportation strategies, this chapter includes a status report summarizing actions that are already underway for many of the short-term “congestion management” projects identified in Chapter 6 and identifies potential next steps for other high-priority congestion management projects. Additionally, this chapter recommends strategies to move toward longer-term transit system enhancements and Mobility Hub facility and operational improvements identified in the prior chapter.

With respect to corridor land uses, this chapter provides recommendations related to land use plan and land development code modifications necessary to achieve the preferred alternative Mobility Hub scenarios discussed in Chapter 5 and 6. For each of the four scenario planning Mobility Hubs, plan and perspective views are provided illustrating how the toolkit concepts are applied to each.

Also, an “Urban Design Toolkit” is provided to show how the urban design strategies employed for each Mobility Hub preferred scenario can be abstracted to retrofit other Hubs and premium transit corridors throughout the county.



## CONGESTION MANAGEMENT PROJECT IMPLEMENTATION PLAN

As summarized in Chapter 6 and detailed in Technical Appendix 6-A, a major objective of the Hollywood/Pines Boulevard Corridor project is the identification and implementation of improvements to the corridor's transportation system. Project recommendations include mobility and safety enhancements for pedestrians, cyclists, motorists, and transit users with a strong focus on better connecting transit-supportive land uses to existing and planned/potential premium mass transit services.

Most of the project recommendations are grouped as thirty-two "linear" projects that run along segments of the major roadway network. These projects include pedestrian and/or bicycle facilities such as sidewalks, multi-use pathways, bike lanes, and shared lane arrow markings, and may also include point mobility and safety improvements such mid-block crosswalks, improvements to signalized intersection pedestrian features, or other improvements that fall within the extents of the primary facility project. Additionally, there are fourteen "point" projects that address specific types of mobility/safety issues at individual locations or clusters of locations where no "linear" project has been identified.

With the exception of the Johnson Street "complete street/sidewalk" project, where there is a known need for right-of-way acquisition, the majority of the shorter-term congestion management projects were conceived in such a manner as to require little or no right-of-way acquisition. Also, these

projects are intended to fall within the National Environmental Protection Act (NEPA) criteria for Categorical Exclusions and therefore should not require analysis of environmental impacts. In the event that further engineering analysis establishes that significant right-of-way acquisition or environmental impact analyses are necessary, these phases would need to be incorporated in the Implementation Plan and may impact the priority of the projects for funding within the MPO's 5-year Transportation Improvement Program (TIP).

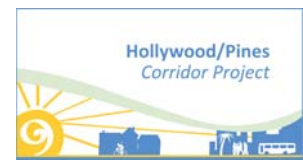
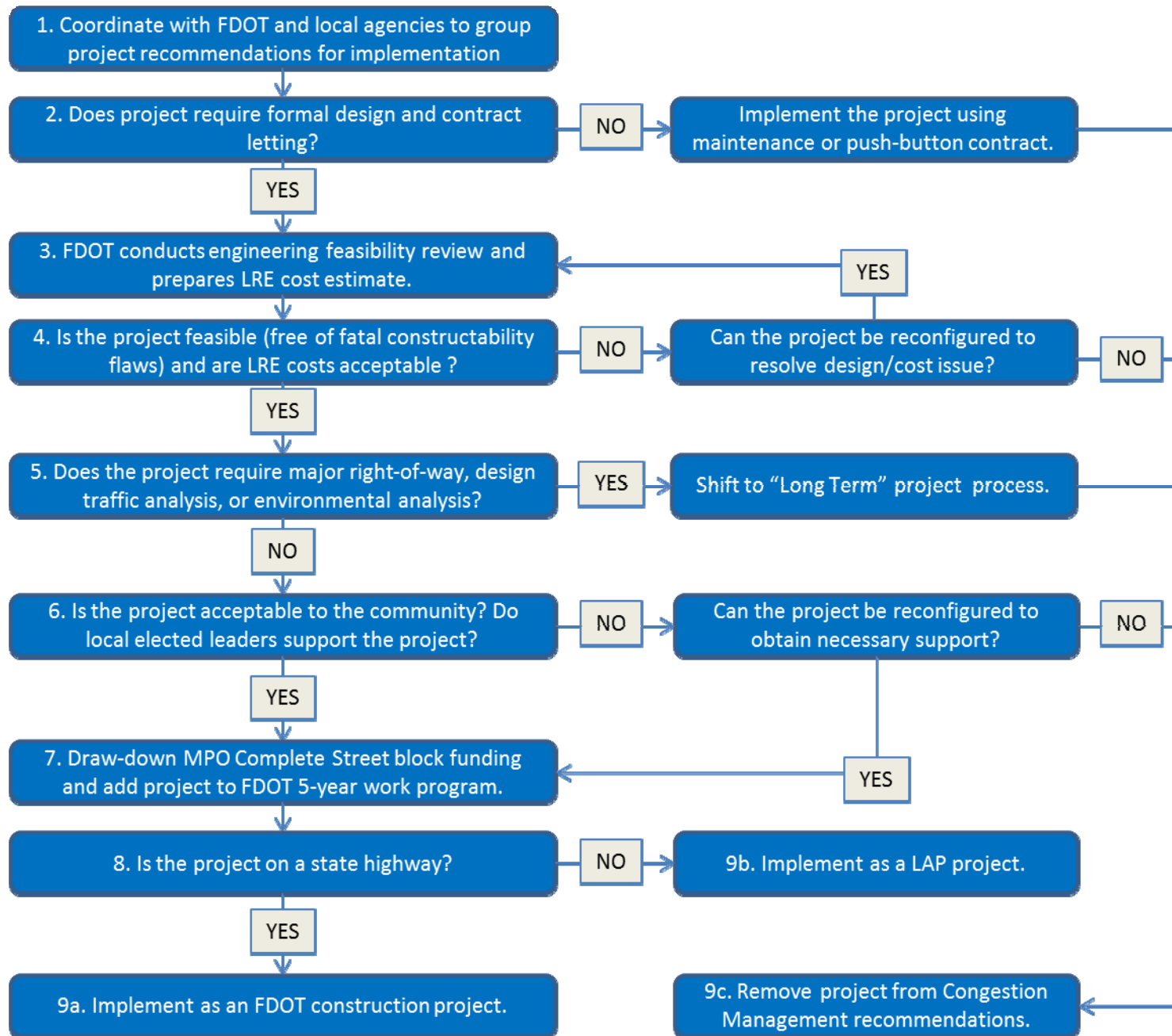
### IMPLEMENTATION AND MONITORING PROCESS

Corresponding with the flow-chart shown to the right as Figure 7-1, the implementation process for the congestion management project recommendations incorporates nine major steps as follows:

1. **Verify Project Grouping:** The 32 project groups defined in Chapter 6 are based on logical extents for linear projects and individual locations for "spot" projects. However, there may be opportunities to regroup and/or combine projects for more efficient implementation. For example, spot sign and pavement marking upgrades included in a linear project could also be implemented using state or local agency maintenance contracts with a follow-on project to complete the bike-lane or sidewalk component of the project recommendation.



Figure 7-1: Short Term Congestion Management Implementation Process



It may also be expedient to combine multiple similar projects under one work program item to reduce administrative overhead associated with project design, construction contracting, and project management. It is anticipated that FDOT will primarily be responsible for determining project (re)grouping and that this will be a somewhat iterative process incorporating the outcomes of Step 3, Preliminary Project Report and LRE Cost Estimate.

**Monitoring Activity:** Regroup project elements in tracking spreadsheet.

- Determination of Implementation Mechanism:** As suggested above, some project recommendations may not require a formal design phase and can be implemented using maintenance forces or “push-button” contracts. Push-button contracts are pre-existing construction contracts that provide for construction of a narrow range of items on a work-order basis using pre-negotiated bid item prices. Examples of work that could be completed using maintenance or push-button contracts include bus stop relocation or shelter installation, spot lighting enhancements, and sign and pavement marking upgrades. Signal timing/phasing adjustments can also be accomplished through work-orders (provided the existing signal infrastructure can support the recommended modifications). Project/component recommendations that can be implemented in this way should be removed from the Congestion Management project list and tracked accordingly.

**Monitoring Activity:** Note “work-order” implementation mechanism where appropriate and document as “complete” once task work order has been executed.

- Preliminary Project Report and LRE Cost Estimate:** Generally, the next step for projects that cannot be implemented using maintenance or push-button mechanisms is to perform a field review and develop a Preliminary Project Report (PPR) that will identify fatal flaws, general project parameters, need for design standard variances or exceptions, recommended community engagement process, and potential drainage and environmental permitting requirements. As part of the PPR, FDOT will also prepare a more specific cost estimate using the Department’s Long Range Estimating (LRE) system. The LRE uses estimated quantities for various construction bid-items and is more accurate than the per-mile planning costs used to develop rough cost estimates shown in Chapter 6.

**Monitoring Activity:** Append PPR to project group line-item in Monitoring Spreadsheet; update project costs.

- Determination of Project Feasibility and Acceptable Cost:** Based on the PPR and LRE cost estimate, issues may be identified that were not apparent in the conceptual project development process. These could include significant drainage or sub-surface utility impacts, unforeseen impacts to canopy trees, or right-of-way needs that will incur total takings or business damages. While no project is “unbuildable,” significant feasibility issues may impact project cost and complexity to the extent that a determination may be made on the part of the MPO, in conjunction with FDOT and the subject local agency, that pursuing the project is not an appropriate use of resources. In this event, it will be necessary to either modify the project to eliminate the feasibility issue or remove the project from the Implementation Plan.



**Monitoring Activity:** Document cost-feasibility issues and disposition of the recommendation if deleted.

5. **Determination of Project Complexity:** Some projects may be cost-feasible in general, but through the PPR process, it may be determined that additional study or analysis is necessary before the project can be programmed. For example, if a project requires significant right-of-way acquisition (that cannot be assembled up-front by the local partner), cannot be processed through NEPA as a Categorical Exclusion (will require an Environmental Assessment), or will require significant design traffic or traffic operational analysis (potentially necessary for a road-diet), then the short-term implementation task will become this subsequent analysis or documentation rather than implementation of the actual project recommendation.

**Monitoring Activity:** Update the project recommendation to describe the follow-up study/analysis process and/or shift to longer-term project tracking, if appropriate.

6. **Determination of Community Support:** If a project is generally feasible and does not require significant additional preliminary engineering/analysis work, then the next step in the implementation process is to verify that the project is acceptable to the public and to the elected leadership of the subject community. Although both the City of Pembroke Pines and City of Hollywood Commissions were briefed on the Congestion Management recommendations and tacitly endorsed the report, project-specific coordination is recommended prior to expending funds necessary to design and construct the project recommendations. As part of the PPR process, a community awareness plan should be developed that

should include a determination of who (which agency) will be responsible for public outreach, what sort of public outreach activities shall be completed, and what sort of formal action shall be required from the City Commission prior to programming the project for design and construction. In most circumstances, a project that is not supported by the community and its elected officials should not be the subject of additional project development effort; however, there may be instances when a project to complete a key regional link is sufficiently important to the County as a whole that further project development and public engagement work may be merited despite initial opposition. In these events, it is recommended that direction be provided by the MPO Board and its committees prior to engaging in further effort to develop and promote the project.

**Monitoring Activity:** Update the project recommendation to describe the public engagement process and outcomes. Document any formal endorsements (or objections) from the relevant City Commission or other local elected body.

7. **Formal inclusion in FDOT Work Program:** Once a project has been vetted for constructability/cost-feasibility and accepted by the community, the next step is to draw-down from the MPO's Complete Streets programmatic funding category to establish a specific, funded project in FDOT's 5-year work program. The MPO may also elect to identify the specific project in its TIP, although this is not mandatory. As part of establishing the project in the District Work Program, specific schedule points for formal scoping, design, and letting for construction will be established and can be updated in the project monitoring process.





**Monitoring Activity:** Update the project recommendation to document the work program Financial Management Number. From here, information about project schedule and financial information can be tracked using the Department's Work Program system and Project Suite.

8. **Determination of Production Approach:** If the project is on a State highway right-of-way, then FDOT will be responsible for project implementation. If the project is on a city or county road right-of-way, then FDOT will coordinate with either Broward County or the relevant city to enter into a LAP agreement (or other appropriate implementation process).

**Monitoring Activity:** Document LAP agreements and summarize process (will local agency be responsible for design and contracting or will design services be provided by FDOT).

9. **Final Disposition of the Project:** The project shall be constructed by FDOT (Step 9a), through a LAP agreement by the city or county (Step 9b), or eliminated from the project recommendations implementation plan (Step 9c). Elimination of the project from the short-term project implementation plan can be accomplished by deleting the project or shifting it to the longer-term project implementation plan.

**Monitoring Activity:** Update monitoring spreadsheet to reflect project completion (or deletion). Include final project costs for future reference.

## PROJECTS IN PROCESS

Several of the Congestion Management project recommendations from the Hollywood Pines Corridor Project have already moved forward into the MPO's TIP and are being evaluated by FDOT. These include:

- Project ID# 14, Johnson Street from C-10 Canal to US-1 Complete Streets Project
- Project ID# 25, Hollywood Boulevard from City Hall to Dixie Highway Complete Streets Project

Additionally, funds are committed for design of an Anchor Hub along the project corridor in FY 15/16 with construction in FY 17/18. Project ID# 42, TSMO/ATMS implementation from 136th Street to Dykes Road has also been tacitly approved for implementation, though the current TIP has not yet been updated to include this project.

FDOT District 4 Office of Modal Development (OMD) is also working with the District Office of Traffic Operations to evaluate several project recommendations along Hollywood/ Pines Boulevard related to pedestrian safety/mobility enhancements. These include:

- Pines Boulevard at 62nd Avenue lighting enhancements
- Hollywood Boulevard at Tri-Rail pedestrian crossing
- Hollywood Boulevard at I-95 Interchange ramp treatments
- Pines Boulevard at Flamingo Road curb radii
- Flamingo Road at NW 4th Street curb radii
- SR A1A at Indiana Street crosswalk markings
- SR A1A at Johnson Street crosswalk markings





## LONG-TERM PROJECT IMPLEMENTATION PROCESS

Long-term projects identified in Chapter 6 include modifications to transit service and implementation of Mobility Hub land use and infrastructure design concepts. The specific implementation and monitoring processes for these recommendations are diverse but an outline of potential processes is provided here:

### TRANSIT SERVICE MODIFICATIONS

As discussed in Chapter 6, potential modifications to transit service include:

- Splitting Route 7 into west and east route segments with a “turn-around” point at either the Flamingo Road or University Drive Mobility Hub.
- Eliminating Route 7 deviations—especially the deviation into Century Village.
- Leveraging Pembroke Pines Community Bus and Hollywood CRA Trolley service to more directly supplement the service provided by Route 7.
- Consideration of future premium, high-frequency service along the eastern portion of the project corridor.
- Implementation of right-turn-queue-jump and bus island infrastructure.

Each of these concepts requires further analysis to develop specific, actionable recommendations. As discussed in Chapter 6, the FDOT District 4 Office of Planning and Environmental

Management is completing detailed transit data collection for the Hollywood/Pines Corridor. Originally, this data collection activity was going to be used as part of a planned PD&E/Alternative Analysis study. Because of the absence of any projected new operating revenue to implement premium service, the PD&E study has been indefinitely postponed. However, the transit data collection outputs can still be used to evaluate the concepts discussed here.

**Recommended Implementation Items:** Upon completion of the FDOT transit data collection study the following next steps should be undertaken:

- BCT should review the analysis products to:
  - ◇ Determine if the route deviation into Century Village is appropriate given the Route 7 boardings and alightings at this stop and the extent to which these trips could be serviced by Community Bus or private shuttle services.
  - ◇ Determine if Route 7 should/could operate more efficiently if split into an east route and a west route, and whether the east/west route should split at Flamingo Road, University Drive, or one of the Mobility Hubs between these points (Palm Avenue or Douglas Road). This determination should consider the extent to which existing or modified Pembroke Pines Community Bus service can complement Route 7 (west).
- The Broward MPO should coordinate with FDOT District 4, BCT, and the City of Hollywood to evaluate the transit data



collection analysis products to determine whether a sub-section of the project corridor (e.g. US 1 to SR 7) has sufficient ridership density to warrant further analysis for premium transit service including BRT or high-frequency circulator service. This analysis should consider the extent to which the existing Hollywood Downtown/Beach Trolley service and perceived demand for a Tri-Rail shuttle service could be integrated into premium bus service along some sub-segment of the study corridor. Also, the analysis should incorporate the potential Tri-Rail Coastal Link station along Dixie Highway just north of Hollywood Boulevard.

- FDOT District 4, following completion of the Right Turn Queue-Jump Pilot Project at SR 7 and Prospect Road, should coordinate with the Broward MPO and BCT to establish parameters for the prioritization and implementation of right-turn queue jump facilities on a countywide basis. Once these parameters have been established, the potential queue-jump intersections identified in this report should be evaluated consistent with the District's parameters.

### **MOBILITY HUB RECOMMENDATIONS**

As discussed in Chapter 6 and in this chapter, there are opportunities to improve the multimodal infrastructure at Mobility Hubs. These include improvements provided through the conventional transportation project development processes and opportunities to implement urban form, connectivity, and transit and traffic circulation improvements on the adjacent properties through coordination with, and encouragement of, redevelopment and adaptive reuse.

**Recommended Implementation Items:** Table 7-1 provides an overview of the Mobility Hub infrastructure recommendations described in Chapter 6 as well as land use, urban form recommendations included later in this Chapter. The table also provides suggested implementation/monitoring activities to help facilitate the long-term implementation of these recommendations.



Table 7-1: Mobility Hub Recommendation Implementation Process

Mobility	Recommendation Overview	Implementation and Monitoring Activities
<b>Dykes Road</b>	<ul style="list-style-type: none"> <li>Consider the postal distribution center at southeast quadrant as possible express bus terminal park-and-ride and mixed-use development site.</li> <li>Signalize the intersection approximately 0.25 miles east of Dykes road and develop a perimeter road system through the postal distribution center property leveraging the existing shopping center roadway on the northeast quadrant of the Hub area.</li> </ul>	<ul style="list-style-type: none"> <li>Contact USPS to verify status of the postal distribution center.</li> <li>Coordinate with BCT, FDOT, and USPS to determine level of interest to develop this site as a park-and-ride facility. If desired, evaluate opportunities to use part of the site as a park-and-ride facility on an interim basis pending relocation of the postal distribution center.</li> <li>If the site is acquired as a park-and-ride and the service is successful, consider issuing a RFP for development of the site consistent with appropriate TOD goals/guidelines—consider interim and final build-out options. If developed as a park-and-ride, evaluate feasibility of signaling the subject intersection and developing a perimeter road system to bypass the Dykes Road intersection to the east.</li> </ul>
<b>I-75</b>	Not currently an access point for I-75 express bus service. No recommendations at this time.	Monitor for future consideration as an I-75 Express Bus access point
<b>Flamingo Road</b>	<ul style="list-style-type: none"> <li>Recommendations to create off-road hub facility are described in the Flamingo Road Preferred Land Use Scenario.</li> <li>No Interim recommendations for Hub infrastructure are included in this Report. BCT is making some improvements to the existing mall transfer center.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with City of Pembroke Pines and Broward Planning Council to implement Land Use Plan, Zoning, and Land Development Code modifications consistent with this Chapter.</li> <li>Coordinate with the City of Pembroke Pines to monitor development opportunities for the site. Consider leveraging Mobility Hub funding to provide for structured parking or other public-private partnership incentives to ensure that redevelopment (if and when it occurs) is consistent with the transit infrastructure vision established in this Chapter.</li> </ul>
<b>Palm Avenue</b>	<ul style="list-style-type: none"> <li>Provide for connectivity and circulation improvements to create perimeter street system using 103rd Avenue, NW 2nd Street, 96th Avenue, and SW 2nd Street (City Hall/ City Center entrance) and connect 103rd Avenue through to Johnson Street.</li> <li>Short-term recommendations and longer-term recommendations related to potential for queue jump lanes and/or bus islands are included in the “Congestion Management” recommendations section of this report.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with the City of Pembroke Pines to monitor development opportunities for the northwest and southeast quadrants in order to implement perimeter street system.</li> <li>Encourage the City of Pembroke Pines to coordinate with property owners and the neighborhood to provide the recommended bike/ped connection on 103rd Avenue. Provide Complete Streets funding if necessary.</li> <li>Proceed with Implementation and Monitoring Strategies for “Congestion Management” recommendations and transit service modification recommendations described here-in.</li> </ul>



Table 7-1 (continued): Mobility Hub Recommendation Implementation Process

Mobility	Recommendation Overview	Implementation and Monitoring Activities
<b>Douglas Road</b>	Short-term recommendations and longer-term recommendations related to potential for queue jump lanes and/or bus islands are included in the “Congestion Management” recommendations section of this report.	Proceed with Implementation and Monitoring Strategies for “Congestion Management” recommendations and transit service modification recommendations described here-in.
<b>University Drive</b>	<ul style="list-style-type: none"> <li>• Shift stop locations to increase use of the traffic signal and provide for more convenient transfers.</li> <li>• Consider creating an off-road hub facility leveraging the Broward County Aviation Authority Property on the southeast quadrant of the intersection.</li> <li>• Consider opportunities for queue-jump and/or bus island infrastructure.</li> <li>• Implement land use and perimeter street system contemplated in the Preferred Land Use Scenario.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate FDOT ridership data and supplemental data collected for this Hub to understand transfer and pedestrian flow patterns, and to determine if University Drive is the more logical point (compared with Flamingo Road) to split Route 7—if a split is merited at all.</li> <li>• Contact the Broward County Aviation Authority to review Mobility Hub Preferred Scenario and gauge level of interest and potential for cooperation to develop Mobility Hub infrastructure including the recommended perimeter street system.</li> <li>• Coordinate with City of Pembroke Pines and Broward Planning Council to implement Land Use Plan, Zoning, and Land Development Code modifications consistent with this Chapter.</li> <li>• Coordinate with the City of Pembroke Pines and Broward County Aviation Authority to monitor redevelopment activity to implement the Preferred Land Use Plan Scenario urban design and perimeter street concept.</li> <li>• Coordinate with University Drive Alternatives Analysis.</li> </ul>
<b>SR-7</b>	<ul style="list-style-type: none"> <li>• Shift stop locations to increase use of the traffic signal and provide for more convenient transfers.</li> <li>• Consider opportunities for queue-jump and/or bus island infrastructure.</li> <li>• Implement land use and street grid improvements identified in the Preferred Land Use Scenario.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate FDOT ridership and transfer data collected for this Hub to understand transfer and pedestrian flow patterns to determine best stop placement and develop conceptual designs and cost estimates as part of the SR-7 Multimodal Corridor Study.</li> <li>• Coordinate with City of Hollywood to implement zoning, and land development code modifications consistent with this Chapter and necessary to implement the TOC overlay plan category.</li> <li>• Coordinate with BCT and FDOT to determine level of interest to acquire the General Food Services site and develop a park-and-ride facility and or TOD public-private-partnership consistent with the Preferred Land Use Plan Scenario.</li> </ul>

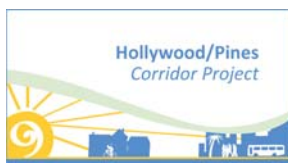


Table 7-1 (continued): Mobility Hub Recommendation Implementation Process

Mobility Hub	Recommendation Overview	Implementation and Monitoring Activities
<b>Tri-Rail/ I-95</b>	<ul style="list-style-type: none"> <li>Short-term “Congestion Management” recommendations include provision of bike lanes along this critical section of Hollywood Boulevard, provision of bike facilities along Park Road to provide proximate north-south access, and pedestrian safety/mobility improvements to the I-95 interchange</li> <li>Long-term, the City of Hollywood has developed a concept to connect 30th Road from Johnson Street to Hollywood Boulevard through the Tri-Rail/Amtrak parking lot by reconfiguring the Stanley Goldman Park property. This “Complete Streets” project would provide vehicular access to the Tri-Rail station from Johnson Street, could provide for additional Tri-Rail parking, and would make the current trail through the wooded, undeveloped park more secure for pedestrians and cyclists. Non-residential development opportunities are also possible on park property as well as in place of the mini-storage facility that could buffer adjacent neighborhoods from noise associated with the train activity and I-95.</li> </ul>	<ul style="list-style-type: none"> <li>Proceed with Implementation and Monitoring Strategies for “Congestion Management” recommendations and transit service modification recommendations described here-in.</li> <li>Coordinate with the City of Hollywood and SFRTA, to further develop the concept of reconfiguring Stanley Goldman Memorial Park to provide safe, convenient through access for cyclists, pedestrians, and motor vehicles from Hollywood Boulevard to Johnson Street, nominally connecting at Johnson Street at the existing traffic signal at 30th Road. Consider leveraging Mobility Hub funding to help finance the roadway/Tri-Rail access component of the project or to provide for parking that could initially be used to support Tri-Rail commuters but eventually leveraged to promote development of surplus park land.</li> <li>Continue to monitor potential development opportunities associated with the large golf course property between Park Road, Hollywood Boulevard, I-95, and Pembroke Road for possible TOD opportunities related to the Tri-Rail Mobility Hub.</li> <li>Continue to monitor progress towards positive train control implementation, which will offer opportunities to address the “phantom” gate closings at Hollywood Boulevard (and other CSX/Tri-Rail crossings adjacent to I-95 throughout Broward County).</li> </ul>
<b>Dixie Highway</b>	<p>Dixie Highway Mobility Hub recommendations are, for the most part, contingent on the provision of a Tri-Rail Coastal Link station at this Hub. In this event, there will be a need to relocate a bus stop along Tyler Street to better serve the Hub/station and a need to restructure the Hollywood Downtown/Beach Trolley System as well.</p>	<ul style="list-style-type: none"> <li>Monitor progress of Coastal Link PD&amp;E. If the project moves forward, accelerate funding for the Dixie Highway Complete Streets project and coordinate with SFRTA, BCT, the City of Hollywood, and the Hollywood CRA to provide appropriate mainline bus and circulator trolley bus connections.</li> </ul>



Table 7-1 (continued): Mobility Hub Recommendation Implementation Process

Mobility Hub	Recommendations	Implementation and Monitoring Activities
<p><b>US-1/Young Circle</b></p>	<ul style="list-style-type: none"> <li>Short-term recommendations include provision of bus shelters to support transfer activities along Young Circle adjacent to the Publix property and implementation of signal timing, coordination, and ATMS investments to improve traffic flow around the Circle which is thought to contribute to cut-through traffic in the Hollywood Lakes neighborhoods.</li> <li>Longer-term, if Publix relocates to the northeast quadrant of Young Circle, opportunities may exist to connect Hollywood Boulevard directly to the circle on the west side and eliminate or diminish the intersections at Harrison and Tyler Street. This could provide for significant Mobility Hub design options, but there are too many unknowns to make a specific recommendation at this time.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage BCT to provide bus shelters along the Circle improve conditions at these stops.</li> <li>Monitor efforts by BCTED and FDOT to improve signal coordination and signal infrastructure around the Circle and prioritize funding for ATMS implementation consistent with overall MPO priorities.</li> <li>Monitor activities to redevelop the Publix site and participate in Mobility Hub design strategies that could improve overall mobility in the Circle for all road users.</li> <li>Coordinate with the BCT US-1 Corridor Study.</li> </ul>
<p><b>A1-A</b></p>	<ul style="list-style-type: none"> <li>Shift Hub designation to visitors center at A1-A and Johnson Street</li> <li>Short-term recommendations include relocating BCT Route 4 stops to nearside locations at Johnson Street to make better use of the existing signal and evaluation of the potential for mid-block marked crosswalks at Fillmore Street and Michigan Street.</li> </ul>	<ul style="list-style-type: none"> <li>Update Hub location and typology to “Community Hub.”</li> <li>Coordinate with BCT to evaluate the feasibility of shifting stop locations consistent with the “Congestion Management” recommendations.</li> <li>Coordinate with FDOT and the City of Hollywood to evaluate the feasibility of proposed mid-block crosswalks.</li> </ul>



# MOBILITY HUB TRANSFORMATIONS AND LAND USE AND CODE RECOMMENDATIONS

## INTRODUCTION

The purpose of this section of the report is to build upon the land use analysis completed in Chapter 5 and the scenario development process described in Chapter 6 to illustrate conceptual design solutions that show how the approximate density, use, development type, and urban form can be accomplished by following the Urban Design and Implementation Toolkit principles (described at the end of this Chapter). For each four Mobility Hub preferred scenarios, the following conceptual graphics were completed to demonstrate the Mobility Hub transformations:

- **Master Plan** – The master plan shows an example of how specific parcels targeted for redevelopment could accommodate building types that meet the development standards defined in the Preferred Scenario. The scale of these drawings show a ¼-mile radius (instead of the defined ½-mile radius) around the center of the Mobility Hub to be able to include a certain level of detail and a comprehensive graphic of development solutions.
- **Section** – The sections demonstrate example design details and proportions that should be included in the public realm in the Mobility Hubs. These sections are of side streets that provide access to transit for pedestrians, provide alternative routes to alleviate congestion, and accommodate transit facilities.

- **Perspective** – The perspectives of chosen views within each Mobility Hub are intended to represent the detailing of the public realm and overall environment that the urban design standards are intended to create.

This section also identifies recommendations for potential land use and land development code modifications that may help facilitate the evolution of the Preferred scenario for each of the four selected Mobility Hubs. For recommendations related to local LDC, it is important to note that the selected approach (new zoning districts, design overlays, or Form-Based Code regulations) will depend greatly on the local municipality's preferred method of implementation. For the purpose of this section, recommendations were developed based on zoning changes within the existing zoning atlases of Hollywood and Pembroke Pines. However, this approach to describing potential changes was not meant to preclude an alternative (e.g., new zoning designations) or more comprehensive (e.g., implementation of a Form-Based Code) approach by the local municipalities.

This section is not a comprehensive assessment of the regulatory framework, but instead represents an important starting point to identifying where regulatory conflicts are limiting the possibilities of the physical transformation of the selected Mobility Hubs.





## HOLLYWOOD BOULEVARD & DIXIE HIGHWAY DESIGN CONCEPTS AND LAND USE RECOMMENDATIONS

The following urban design standards have been implemented in the Hollywood Boulevard & Dixie Highway Mobility Hub. The numbers correspond to the location on the master plan of where they have been exemplified.

### 1 CONNECTIVITY

This Mobility Hub benefits from an existing connected street network. The grid was maintained in proposed redevelopment sites; no streets were closed to aggregate larger parcels. The location called out on the Master Plan (Figure 7-2) is an important side street that will accommodate bus and other transit facilities that will support passenger rail.

### 2 SITE ORIENTATION

Proposed redevelopment building types are located adjacent to the public realm with little setback. Buildings like the one called out on the Master Plan (Figure 7-2) are oriented to address the more prominent Dixie Highway, with service access located toward a service alley.

### 3 PUBLIC REALM DESIGN

This Mobility Hub benefits greatly from a very walkable pedestrian environment on Hollywood Boulevard, east of the Dixie Highway intersection and a funded project to reconstruct Hollywood Boulevard as a “complete street” west of Dixie Highway. Large sidewalks, a tree canopy, and on street parking, for example, support the historic Main Street

commercial uses. This treatment should be continued throughout the Mobility Hub, especially along Dixie Highway and to the east of the main intersections (as called out in Figure 7-3) By continuing the same design detail in the public realm along the length of Hollywood Boulevard, the healthy downtown identity and economic vitality could be extended to a larger part of the City of Hollywood.

### 4 GROUND FLOOR DESIGN/USE

Mixed-use buildings proposed along Dixie Highway can take advantage of the proposed rail transit station and their active ground floor uses will enliven the public realm. Ground-floor retail and commercial spaces will also take advantage of a customer base that extends beyond the existing walkable downtown as users of the commuter rail service transfer to and from connecting bus and circulator systems.

### 5 TRANSITION TO NEIGHBORHOODS

Sensitivity to the surrounding context is important to preserve the vibrant Main Street that exists along Hollywood Boulevard. (Figure 7-4) Where possible, infill retail buildings should be constructed in vacant sites and on surface parking lots to continue the active frontage along this section of the Corridor that is an influential part of Hollywood’s identity. Sensitive infill development is also important to grow the vibrant downtown throughout Mobility Hub, extending the neighborhood uses closer to existing residential areas.



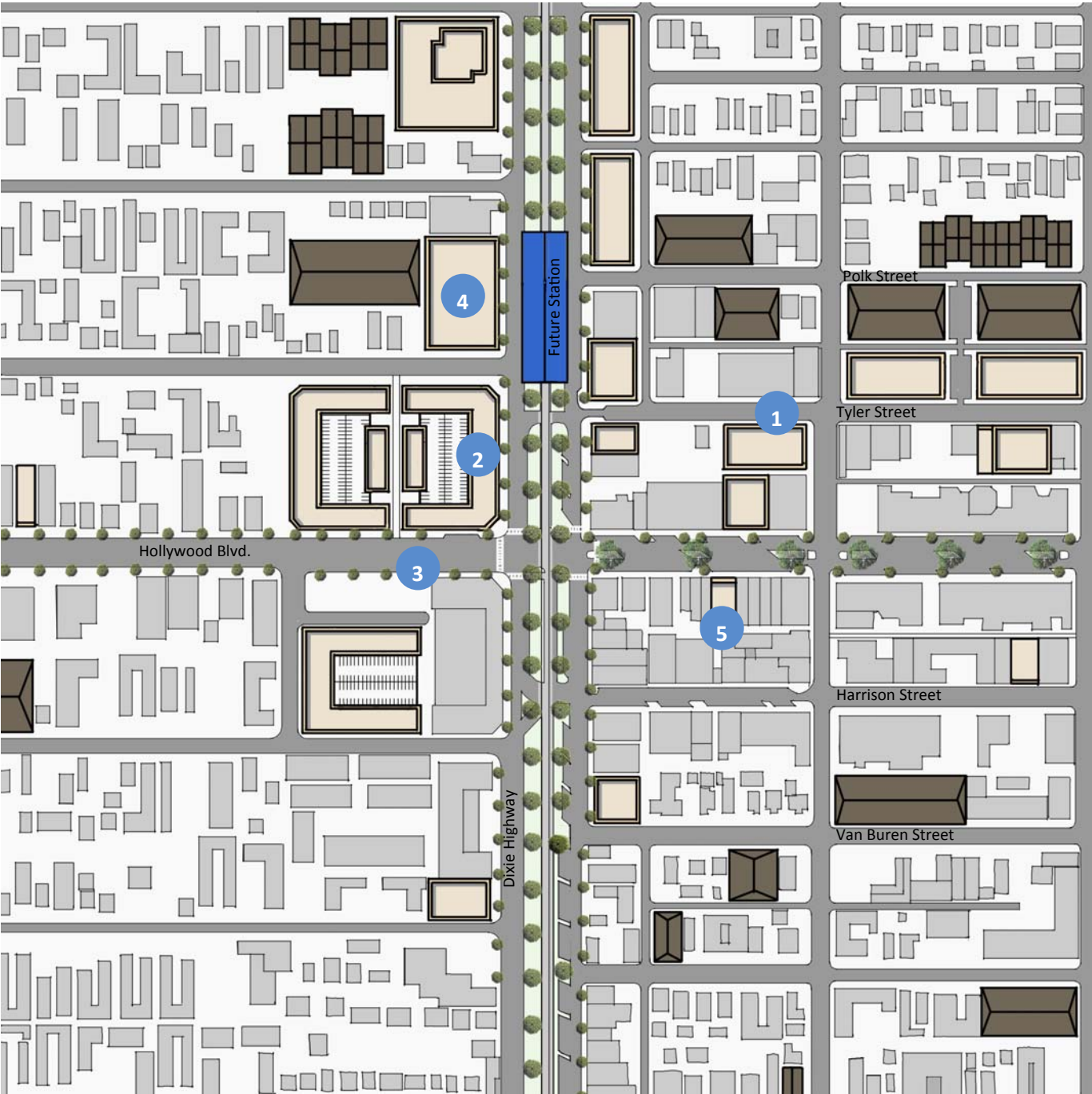


Figure 7-2: Hollywood Blvd & Dixie Hwy – Proposed Master Plan



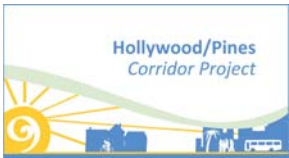
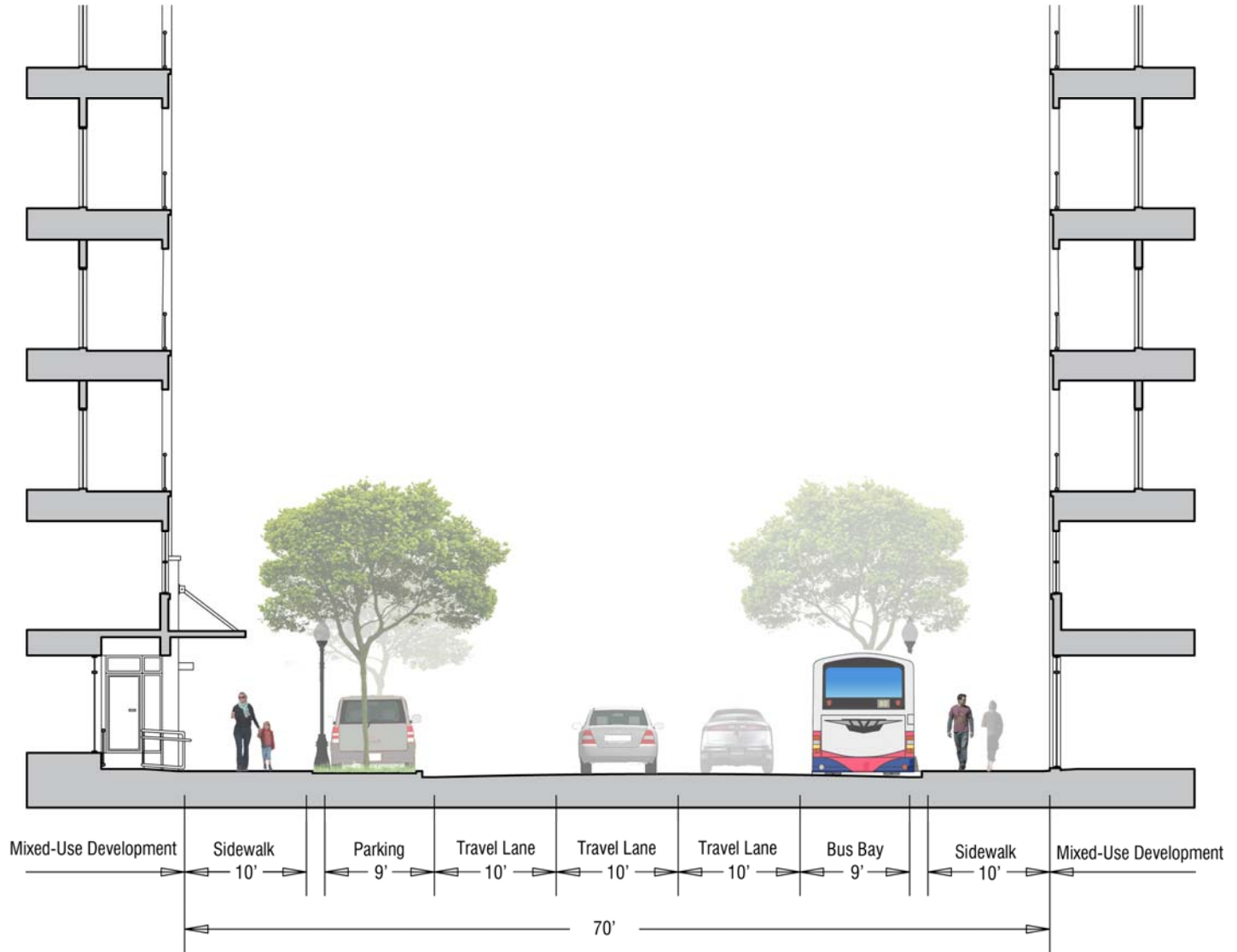
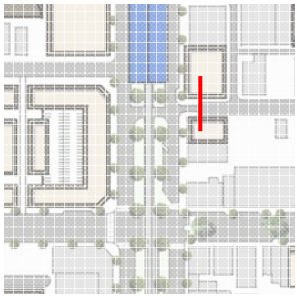
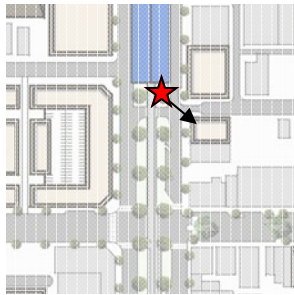


Figure 7-3: Hollywood Blvd & Dixie Hwy – Public Realm Section



Figure 7-4: Hollywood Blvd & Dixie Hwy – Tyler Street





## HOLLYWOOD BOULEVARD & DIXIE HIGHWAY LAND USE, ZONING, AND LAND DEVELOPMENT CODE RECOMMENDATIONS

As described in more detailed elsewhere in this report, the Mobility Hub at Hollywood Boulevard & Dixie Highway represents an opportunity for significant transit-oriented development (TOD) as a result of the establishment of a new rail station along the FEC rail corridor, which will be located immediately to the north of Hollywood Boulevard. This station location will act as the future core of this Mobility Hub.

The Preferred scenario assumes mixed-use redevelopment and urban infill that will increase both residential and non-residential uses within close proximity of the Mobility Hub. This scenario assumes the use of a variety of development types, which are listed in Table 7-2 along with the average building height and FAR assumed for each.

To determine potential comprehensive plan and LDC changes that may be required in order to accommodate the Preferred scenario, building type characteristics (allowable uses, building height, and FAR) were compared to those allowed within the existing regulatory framework.

### ***Hollywood Comprehensive Plan***

As noted in Chapter 5 (See Figure 5-5), the majority of this Mobility hub is located within a designated Regional Activity Center (RAC), which includes much of Downtown Hollywood and allows for a variety of uses and development densities/intensities. Unlike most Future Land Use designations, the RAC does not have specific density/intensity limits, and instead has an overall development program assigned to it. Within the RAC, the total allowable development is as follows:

- Residential Land Uses – 16,100 dwelling units
- Commercial Land Uses – 3,280,000 sf
- Office Land Uses – 1,500,000 sf
- Community Facilities – 390,000 sf
- Open Space/Recreation Uses – approximately 47.44 acres

Based on the current development pattern and the scale of the proposed uses, the RAC can more than accommodate the development identified within the Preferred scenario.

Table 7-2: Hollywood Blvd & Dixie Hwy Development Type Characteristics

Development Type*	Characteristics
Downtown	Avg. Height - 6 stories Avg. FAR - 3.98
Residential Retail Mixed-Use	Avg. Height - 3 stories Avg. FAR - 1.56
Condo 10-Story	Avg. Height - 10 stories Avg. FAR - 6.67
Urban Multi-Family	Avg. Height - 5 stories Avg. FAR - 2.87
Multi-Family	Avg. Height - 3 stories Avg. FAR - .85
Townhome Neighborhood	Avg. Height 2 stories Avg. FAR - .45
Compact Neighborhood	Avg. Height - 2 stories Avg. FAR - .49
Main Street Commercial	Avg. Height - 2 stories Avg. FAR - 1.0

\* building type details can be found in Tech Appendix 6-E, Figure 6E-17



## Hollywood LDC

The Hollywood Boulevard & Dixie Highway Mobility Hub is located at the western end of Downtown Hollywood and, therefore, significantly changes in character from east to west. The land located east of Dixie Highway is within the Downtown CRA, which has specialized zoning districts. The western boundary of the Downtown CRA is located just to the west of Dixie Highway and, outside of this boundary, the standard zoning districts are used, consistent with the remainder of the city. As shown in Figure 7-5, the Preferred scenario includes new growth located primarily adjacent to the existing corridors. In this scenario, the potential development north of Hollywood Boulevard on Dixie Highway is particularly significant, driven by the future rail station located there.

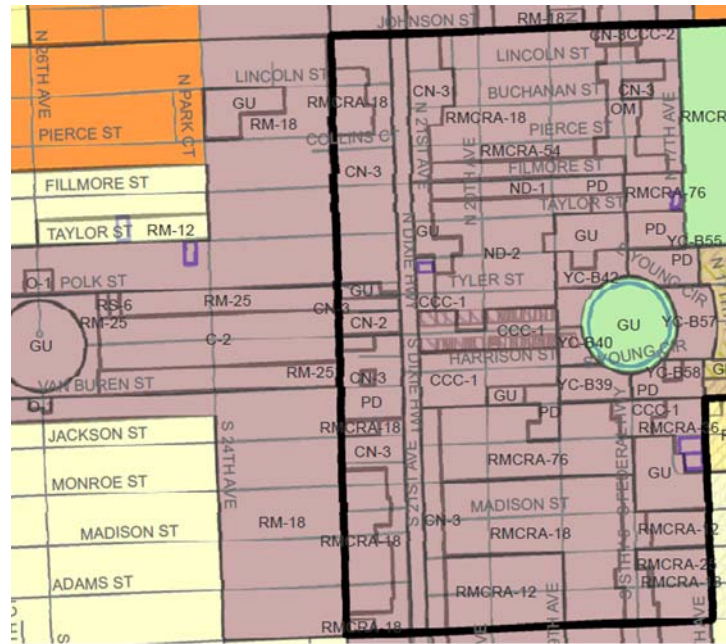
Due to the urban setting of this Mobility Hub, the zoning designations in place are transit-supportive and are fairly consistent with the needs of the Preferred scenario. However, the following changes should be considered for each quadrant of the Mobility Hub area.

### NW Quadrant (within Downtown CRA)

This area is located immediately adjacent to the future rail station and should be allowed to transition from low-scale, low-density commercial uses to mixed uses with residential. The following recommended potential changes will help to create an urban edge along Dixie Highway with easy pedestrian connections to the station:

- Consider modifications to the existing Neighborhood Commercial High Intensity Zoning District (CN-3) to allow for a full mix of uses, including residential.

Figure 7-5: Dixie Highway Zoning Map



- Consider removing provisions within the CN-3 District limiting height to 35' within 100' of property zoned single-family, RM-9, RM-12, or RMCRA-18 if the new development is mixed use, including residential.
- Allow for a full mix of uses, including residential, near the intersection of Hollywood Boulevard & Dixie Highway. This area is currently zoned Neighborhood Commercial Medium Intensity Zoning (CN-2) CN-3, and Government Use. Also consider the allowance of additional height in this area to accommodate larger redevelopment similar in scale to Hollywood Station immediately across Hollywood Boulevard.

*NW Quadrant (outside Downtown CRA)*

The NW Quadrant outside of the Downtown CRA boundary primarily contains two multi-family zoning districts (RM-18 & RM-25) and the Low/Medium Commercial District (C-2) zoning district, which is located immediately adjacent to Hollywood Boulevard. These zoning districts allow for mid-rise (5–6 story) infill and redevelopment projects to occur. However, consideration should be given to extending the depth of the C-2 zoning along Hollywood Boulevard to the opposing block face (Polk Street) which would create the potential for some aggregation of parcels and development flexibility along the corridor.

*NE Quadrant (within Downtown CRA)*

The NE Quadrant is located entirely within the Downtown CRA and represents the core of the city of Hollywood. The existing zoning designations allow for significant density/intensity and a full mix of uses. The new rail station will likely encourage infill and redevelopment within this area closer to the maximum allowed building heights and intensities than what is currently existing.

*SE Quadrant (within the Downtown CRA)*

The SE Quadrant is located entirely within the Downtown CRA. This area contains zoning districts consistent with the densities/intensities needed to support the Preferred scenario.

*SW Quadrant (within Downtown CRA)*

The portion of the SW Quadrant located within the CRA contains the Hollywood Station development, which is zoned as a Planned Development District with multiple phases. Recommendations for changes within the CRA are minimal and designed primarily to allow for the evolution of the area to allow for a mix of uses.

- Consider removing provisions within the CN-3 District limiting height to 35' within 100' of property zoned single-family, RM-9, RM-12, or RMCRA-18 if the new development is mixed-use including residential.

*SW Quadrant (outside Downtown CRA)*

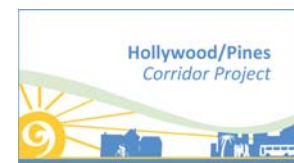
The NW Quadrant outside the Downtown CRA Boundary primarily contains two multi-family zoning districts (RM-18 & RM-25), and the Low/Medium Commercial District (C-2) Zoning District, which is located immediately adjacent to Hollywood Boulevard.

- These zoning districts allow for mid-rise (5–6 story) infill and redevelopment projects to occur. However, consideration should be given to extending the depth of the C-2 zoning along Hollywood Boulevard to the opposing block face (Jackson Street), which would allow for development flexibility along the corridor.





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## HOLLYWOOD BOULEVARD & SR 7 DESIGN CONCEPTS AND LAND USE RECOMMENDATIONS

The following urban design standards have been implemented in the Hollywood Boulevard & SR 7 Mobility Hub. The numbers correspond to the location on the master plan of where they have been exemplified.

### 1 CONNECTIVITY

Although there is an existing connected grid in a substantial amount of this Mobility Hub, it has been interrupted drastically in the construction of large retail developments. In their redevelopment into retail and multi-family uses, it is important to reestablish the grid to provide more access (pedestrian and multimodal) to the Corridor and transit stations. As seen in Figure 7-6, connecting streets are included in the Wal-Mart development to alleviate the Mobility Hub's main intersection. As part of the overall SR-7 Project additional signalized intersections are planned at Fillmore Street and the main Wal-Mart Driveway 0.25 miles south of Hollywood Boulevard (not pictured in Figure 7-6).

### 2 SITE ORIENTATION

While this hub is being maintained for arterial retail uses, the form of these commercial buildings can be oriented in a way that is more conducive to a pedestrian environment. Locating outparcels adjacent to the sidewalk along Hollywood Boulevard and SR 7 and locating surface parking behind them will create better enclosure along some of the most traveled routes.

### 3 PUBLIC REALM DESIGN

Providing better pedestrian and multimodal facilities throughout the hub is important. This Mobility Hub will benefit from a linear park that is integrated with stormwater ponds and the cul-de-sac treatment applied to the diagonal street. It is being designed to be a contributing amenity to recommended transit facilities at this corner of the intersection and will act as a community gathering place for the adjacent neighborhood.

### 4 GROUND FLOOR DESIGN/USE

Retrofitting the current retail parcels with buildings adjacent to Hollywood Boulevard and SR 7 (Figure 7-7) will provide opportunities to have active ground floor uses directly beside sidewalks.

### 5 TRANSITION TO NEIGHBORHOODS

Existing compact neighborhoods in the Mobility Hub are buffered from the newly widened SR 7 and Hollywood Boulevard by a transition of uses and building scale. Arterial retail adjacent to the Corridor is buffered by multi-family housing, which transitions to single-family housing (Figure 7-6). In areas with little room to transition, the form and scale of mixed-use buildings buffer residential neighborhoods from the corridor.



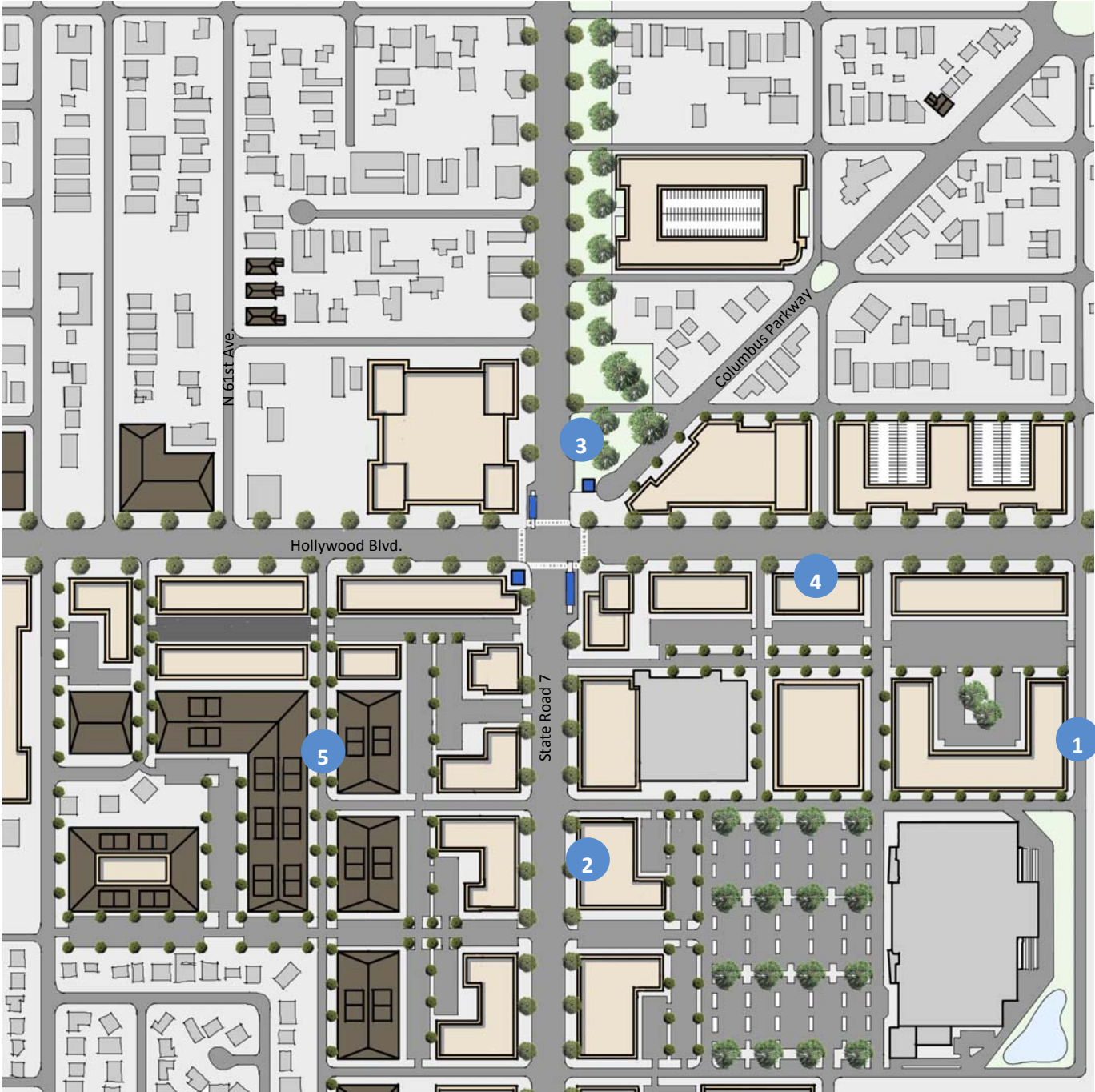


Figure 7-6: Hollywood Blvd & SR 7 – Proposed Master Plan



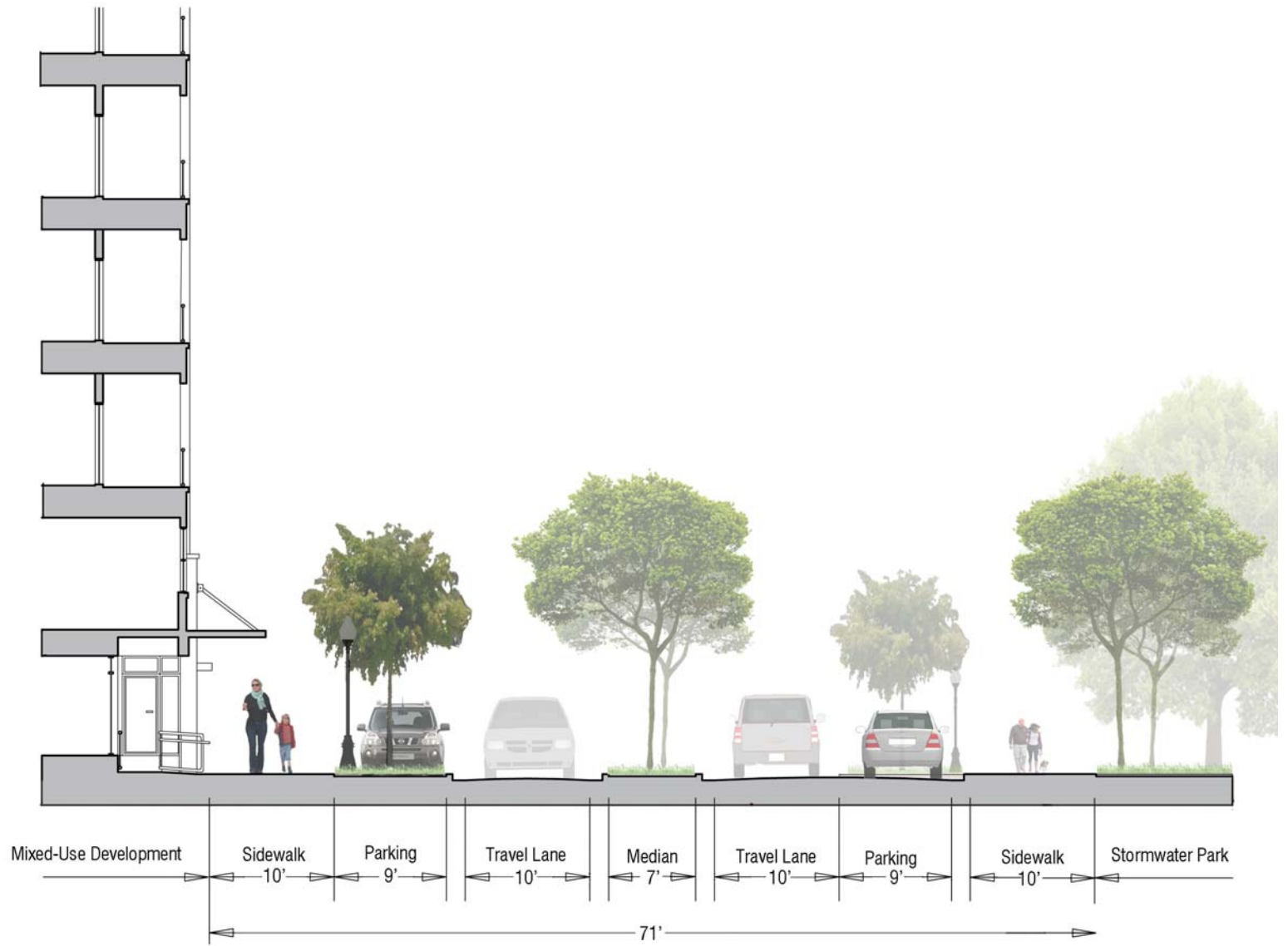


Figure 7-7: Hollywood Blvd & SR 7 – Public Realm Section





Figure 7-8: Hollywood Blvd & SR 7 – Columbus Parkway



## HOLLYWOOD BOULEVARD & STATE ROAD 7 LAND USE, ZONING, AND LAND DEVELOPMENT CODE RECOMMENDATIONS

The Mobility Hub at Hollywood Boulevard & SR 7 is located at a major intersection that is currently undergoing a physical transformation as a result of the addition of new travel lanes along SR 7. As shown in the master plan graphics (Figure 7-6, 7-7, 7-8), this reconfiguration will create some barriers to pedestrian connection, but will also allow opportunities for new park spaces and amenities, particularly in the NE Quadrant.

This Mobility Hub location has long been a busy commercial area, with the now-defunct Hollywood Fashion Center Mall located in the SE Quadrant. A significant effort has been made to plan for a more transit-oriented future along SR 7, and the Preferred scenario illustrates a potential change in land use that this potential transformation may bring. The scenario calls for more infill commercial uses along the street edge on Hollywood Boulevard and SR 7 and the introduction of new multi-family residential uses to the area. The development of multi-family residential near the corridors will serve the dual purpose of bringing residents in proximity to service/commercial uses while creating a more attractive and appropriate transition in density and use to the surrounding single-family neighborhoods. This scenario assumes the use of a variety of building types, which are listed in Table 7-3 along with the average building height and floor area ratio (FAR) assumed for each (Building Type details can be found in Tech Appendix 6-E) within the Mobility Hub (see Figures 7-9 for Preferred Scenario details).

Table 7-3: Hollywood Blvd. & SR 7 Development Type Characteristics

Development Type	Characteristics
Arterial Commercial	Avg. Height - 1 story Avg. FAR - .42
Multi-Family	Avg. Height - 3 stories Avg. FAR - .85
Compact Neighborhood	Avg. Height - 2 stories Avg. FAR - .49

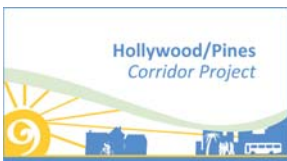
To determine potential comprehensive plan and land development code changes that may be required to accommodate the Preferred scenario, Building Type characteristics (allowable uses, building height, and FAR) were compared to those allowed within the existing regulatory framework.

### ***Hollywood Comprehensive Plan***

State Road 7 has been the focus of a large-scale planning effort in recent years that included the development of a new Future Land Use designation in the Comprehensive Plan, the Transit-Oriented Corridor (TOC). This designation covers most of the Mobility Hub area.

According to the Hollywood Comprehensive Plan, the TOC designation is intended to:

Facilitate mixed use development with access to transit stations or stops along existing and planned high performance transit service corridors (such as bus rapid transit or rapid bus) designated in the Broward County Comprehensive Plan Transportation Element, the Broward County



Transit Master Plan and Broward County Metropolitan Planning Organization’s (MPO) Long Range Transportation Plan, Broward County Transit Development Plan, or local adopted financially feasible transportation or transit plan, through the establishment of a Transit Oriented Corridor (TOC) land use category within the Broward County Land Use Plan.

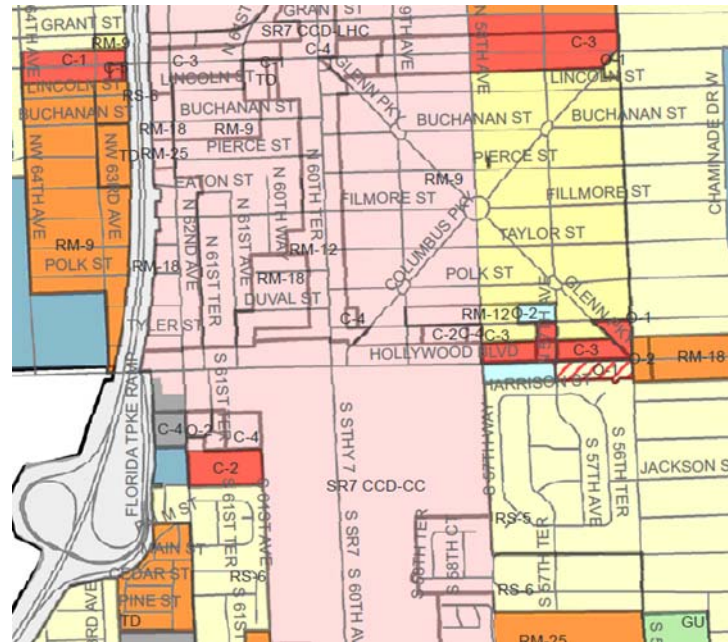
The TOC designation is designed to encourage the development of a transit-supportive environment that allows for a mix of uses including residential (primarily multi-family) and non-residential (retail, office, light industrial, etc.) that are of a sufficient density/intensity to support transit services along the designated corridor. The TOC designation allows up to a 2.0 FAR for non-residential uses, and residential density is determined by the underlying zoning districts. Although no specific analysis of FAR was completed as part of this study, it does appear that the proposed development within the Preferred scenario can be accommodated within the allowable densities/intensities of the currently designated TOC.

**Hollywood LDC**

As noted above, the Hollywood Boulevard & State Road 7 Mobility Hub has been the focus of significant planning efforts to encourage the development of a transit-supportive environment. This has included the designation of much of the area as a TOC in the Comprehensive Plan. This planning has also included the creation of the SR7 Commercial Corridor District, which includes both the Low Hybrid Sub-Area and the Commercial Core Sub-Area. The other major zoning districts within this Mobility Hub area include the RM-9, RM-12, and RM-18 Multi-Family Districts, the RS-5 and RS-6 Single Family Districts, the O-2 Office District, and the Government Use

District. As shown in Figure 7-9, the Preferred scenario includes new growth located primarily adjacent (within 1–2 parcels in depth) to the existing corridors.

Figure 7-9: SR7 Zoning Map



The zoning districts within this area are fairly consistent with the needs of the Preferred scenario. However, there are some potential changes that should be considered to further encourage transit-supportive growth within the area. Many of these changes are specific to the SR7 CCD zoning districts, which are used throughout the Mobility Hub.

**SR7 CCD Zoning Districts**

- Allow for residential development in the SR7 CCD Commercial Core Sub-Area to exceed 50% of the total floor area of a building.





- Allow for residential only development for properties designated with the SR7 CCD Commercial Core Sub-Area zoning district.
- Reduce minimum setbacks for both the SR7 CCD Commercial Core Sub-Area and the Low Hybrid Sub Area should be considered. Currently, the setbacks are 15' for a one-story building, with increases of 10' per each additional story.
- Reduce maximum setbacks for the SR7 CCD Commercial Core Sub-Area and the Low Hybrid Sub-Area within the Mobility Hub. Currently, the maximum can be as high as 55'.

#### *NE Quadrant*

The NE Quadrant of this Mobility Hub will be significantly altered as a result of the construction of a series of stormwater ponds along the eastern edge of SR7 in conjunction with the widening of that roadway. The Preferred scenario identifies these ponds as part of a future park/open space amenity that will help to buffer the roadway from the residential uses to the east. In addition, the scenario includes new multi-family residential along the Hollywood Boulevard and SR 7 frontages and some infill and small scale redevelopment of compact neighborhood residential uses.

- Consider rezoning of parcels west of N. 59th Avenue from RM-9 to allow more intense multi-family residential development. This new development would help create a buffer between the new stormwater park and lower density residential development to the east.



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## PINES BOULEVARD & UNIVERSITY DRIVE DESIGN CONCEPTS AND LAND USE RECOMMENDATIONS

The following urban design standards have been implemented in the Pines Boulevard & University Drive Mobility Hub. The numbers correspond to the location on the master plan of where they have been exemplified.

### 1 CONNECTIVITY

The street network in this Mobility Hub is very disconnected. Retail development in each of the four intersection quadrants is segregated from the neighborhoods adjacent to it. Through redevelopment of the retail sites, a grid should be reestablished to allow access from multi-family and mixed-use buildings to the transit corridors. As seen in Figure 7-10, connecting streets are included through the airport property to alleviate the Mobility Hub's main intersection.

### 2 SITE ORIENTATION

Similar to the Hollywood Boulevard & SR 7, this Mobility Hub can be maintained as an arterial commercial center through building orientation conducive to a pedestrian environment. Locating parking behind outparcels adjacent to the sidewalk will create better enclosure along some of the most traveled routes.

### 3 PUBLIC REALM DESIGN

Even in areas where vehicular streets to the main corridors are not possible, providing pedestrian and bicycle routes can improve access to transit facilities. In Figure 7-11, a pedestrian mall between two mixed-use buildings can provide an active public space for businesses and retail while providing access to transit.

### 4 GROUND FLOOR DESIGN/USE

Retrofitting the current retail parcels with buildings adjacent to Pines Boulevard and University Boulevard (Figure 7-11) will provide opportunities to have active ground floor uses directly beside sidewalks.

### 5 TRANSITION TO NEIGHBORHOODS

Like at Hollywood Boulevard & SR 7, this Mobility Hub buffers existing neighborhoods from the corridor by providing a transition from arterial retail or mixed-use to multi-family residential, especially in the NE and SE quadrants. While the neighborhoods mostly have a disconnected street network, creating this buffer will protect them from drastic changes in building form and scale.



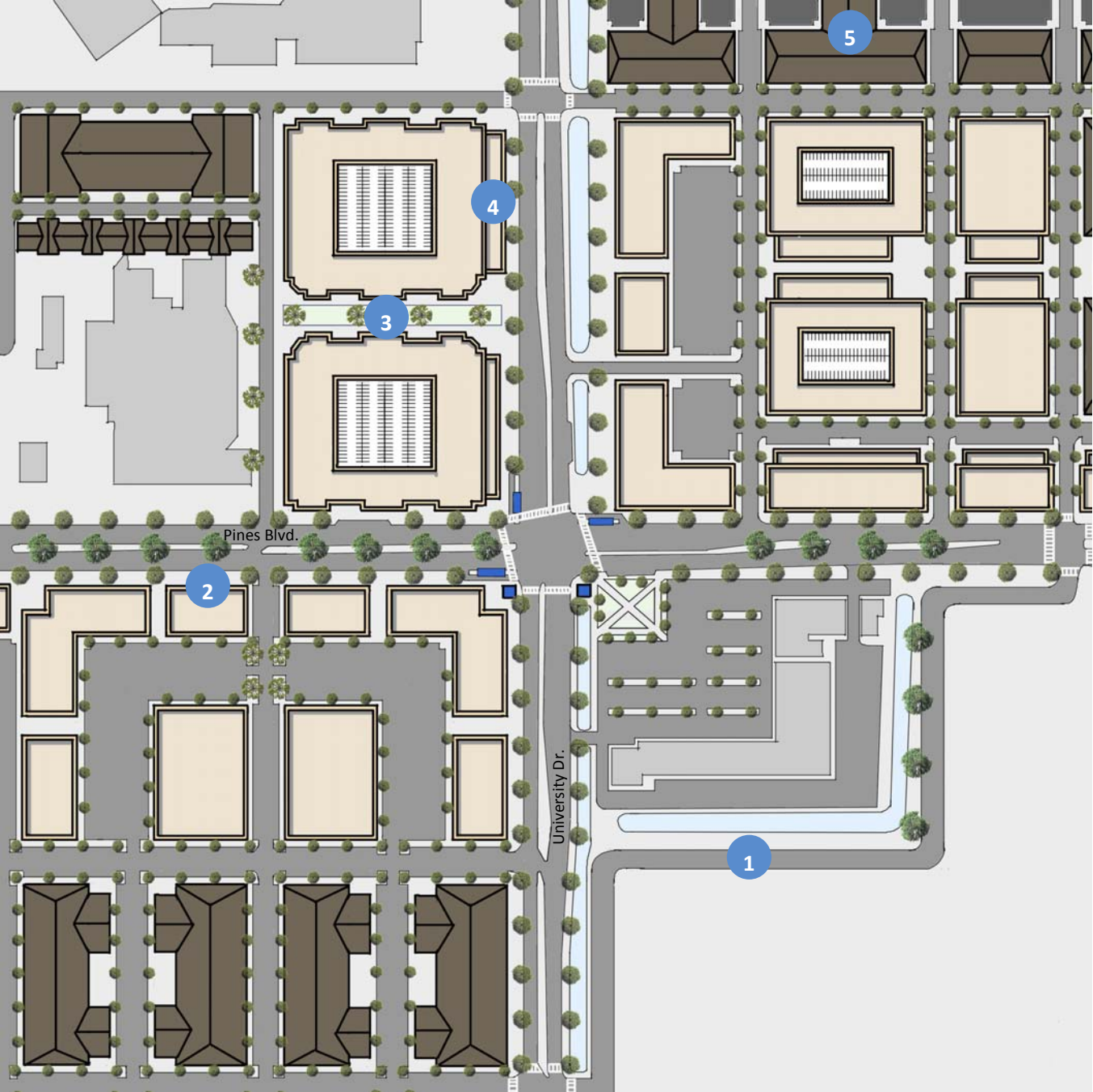


Figure 7-10: Hollywood Blvd & University Dr – Proposed Master Plan



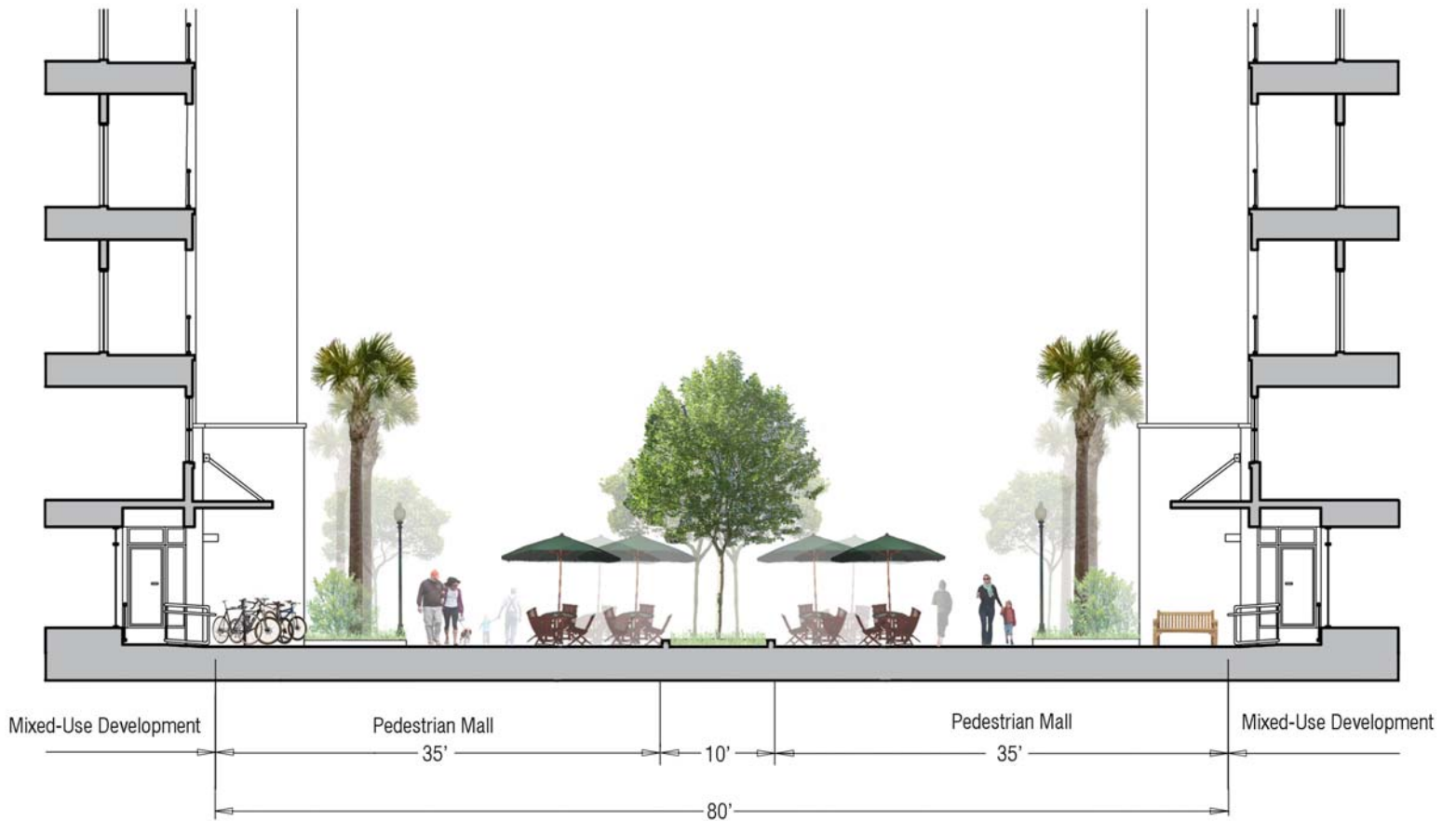


Figure 7-11: Hollywood Blvd & University Dr – Public Realm Section





Figure 7-12: Hollywood Blvd & University Dr – Pines Boulevard



## PINES BOULEVARD & UNIVERSITY DRIVE

Shifting to the City of Pembroke Pines, the Pines Boulevard & University Drive Mobility Hub is located at a major intersection currently dominated by large-scale commercial developments and multi-family residential. It also includes portions of the North Perry General Aviation Airport, which is located in the SE Quadrant and is expected to remain largely the same due to proximity to airport operations.

The area has long been a commercial hub, and the Preferred scenario recognizes its continued importance as such. The scenario assumes an increase in the mix of uses, with new residential development included alongside the existing commercial. The Preferred scenario includes significant commercial and multi-family residential redevelopment in the SW Quadrant and mixed-use, multi-family, and commercial redevelopment in the NW and NE quadrants. The potential variety of building types are listed in Table 7-4 along with the average building height and FAR assumed for each (Building type details can be found in Tech Appendix 6-E) within the Mobility Hub (see Figure 7-13 for Preferred scenario details).

To determine potential comprehensive plan and LDC changes that may be required to accommodate the Preferred Scenario, Building Type characteristics (allowable uses, building height, and FAR) were compared to those allowed within the existing regulatory framework.

### ***Pembroke Pines Comprehensive Plan***

The Pembroke Pines Comprehensive Plan designates the areas located immediately adjacent to the intersection of Pines Boulevard and University Drive with the Commercial Future Land Use Designation. This designation allows primarily non-

Table 7-4: Pines Blvd & University Drive Development Type Characteristics

Development Type	Characteristics
Arterial Commercial	Avg. Height - 1 story Avg. FAR - .42
Residential Retail Mixed-Use	Avg. Height - 3 stories Avg. FAR -1.56
Multi-Family	Avg. Height - 3 stories Avg. FAR - .85

residential uses, including retail and office. Under limited circumstances, residential uses are allowed, but these were not evaluated in detail for the purpose of the Preferred scenario. The other primary Future Land Use designation within the Mobility Hub area is the Medium High (25) Residential, which allows residential-only development up to 25 units per acre. To implement the types of development envisioned in the Preferred scenario, it is likely that plan amendments would be required. Potential amendments for consideration are listed below.

### ***SW Quadrant***

Amending a portion of the area designated Commercial to allow for multi-family residential. This could potentially be one of the multi-family designations, likely the Medium Residential (16 du/acre) or the Medium High Residential (25 du/acre). The Mixed-Use Residential designation should also be considered to allow for maximum flexibility on the site.

### ***NW Quadrant***

To allow for the mix of commercial, mixed-use, and multi-family redevelopment shown in the Preferred scenario, the Mixed-Use Residential designation should be considered in those areas where redevelopment is being encouraged.





### NE Quadrant

In those areas along the frontages of Pines Boulevard and University Drive where commercial redevelopment is expected to occur, the Commercial Future Land Use Designation should remain in use. However, for the mixed-use and multi-family redevelopment envisioned behind the commercial parcels, the Mixed-Use Residential Designation is recommended.

### Pembroke Pines LDC

As described in Chapter 5 Land Use Analysis, the large majority of zoning districts within Pembroke Pines are suburban in nature. To allow for the evolution of uses and form envisioned within the Preferred scenario, it is recommended that an overlay be implemented, or new zoning categories be developed to allow for the more urban, mixed-use redevelopment that is needed to support transit.

### NE and NW Quadrants

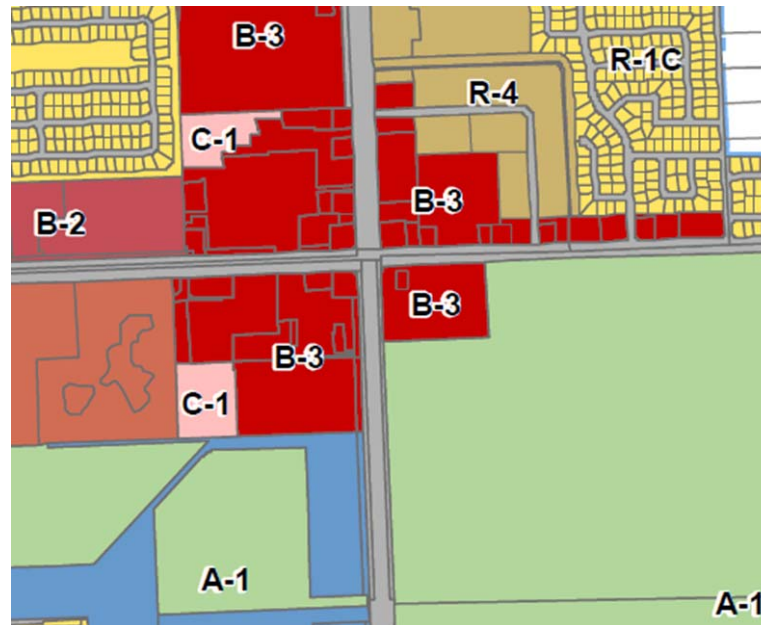
In these areas, the Preferred scenario envisions the addition of a mixed-use and multi-family residential to augment and support the existing commercial uses while providing for shared parking. This arrangement of uses and shared parking will require close coordination with property owners and development of a phased master plan. It is likely that an approach using a Mixed Use District (MXD) with an overall site plan would most effectively allow for this transformation to occur in a way that will improve pedestrian connectivity through a cohesive development program.

### SW Quadrant

In the SW Quadrant, the Preferred scenario includes the potential redevelopment of the existing commercial shopping center located along Pines Boulevard and the commercial uses immediately to the south fronting University Drive.

- Consider modifications to the existing B-3 zoning district to allow for multi-family development within the Hub.
- Consider reduction of front and street side yards from the current minimum of 15' (with a requirement that the setback be landscaped). This reduction could allow for creation of street edge along corridor frontages.
- Consider establishment of maximum front- and street-side setbacks. A maximum would require development to be brought closer to the street to act as a street edge.
- Consider a prohibition on uses that are not compatible with the preferred scenario including, but not limited to:
  - Car washes, services stations, and garages
  - New/used automobile, truck, trailer sales and repairs
  - Mini-warehouse storage; storage of rental vehicles
  - Boxing or sports arena, golf driving range, miniature golf course, bowling alley, skating rink, swimming pool, drive-in theater

Figure 7-13: University Drive Existing Zoning Districts



## PINES BOULEVARD & FLAMINGO ROAD DESIGN CONCEPTS AND LAND USE RECOMMENDATIONS

The following urban design standards have been implemented in the Pines Boulevard & Flamingo Road Mobility Hub. The numbers correspond to the location on the master plan of where they have been exemplified.

### 1 CONNECTIVITY

Large retail developments, the Memorial Hospital West employment center, and the CB Smith Park segregate existing residential uses from efficient access to the center of the Mobility Hub. Reestablishing a street grid through redevelopment of the NE and SE quadrants will provide more access for future residents in those areas. Providing roads that connect Flamingo Road with Pines Boulevard away from the center of the intersection, as called out in Figure 7-14, can alleviate congestion.

### 2 SITE ORIENTATION

Arterial retail sites can be retrofitted in this location instead of completely redeveloped. A vibrant grocery store and educational institution in the SW Quadrant can be maintained while outparcel development complements a more pedestrian environment. The same is true in the SE Quadrant, where an existing outparcel building already exists (Figure 7-14).

### 3 PUBLIC REALM DESIGN

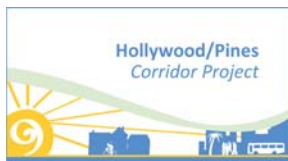
A transit transfer station integrated into the hospital expansion plan will provide easy access to workers at a major employee center (Figure 7-15). Instead of locating this facility directly adjacent to the corridor, having it incorporated among new buildings will allow plenty of space for an active and well-designed pedestrian environment. This can create a center of mixed-use activity that contributes to the identity of this Mobility Hub.

### 4 GROUND FLOOR DESIGN/USE

While retail or commercial uses will not always be accommodated in an office/hospital development, the ground floors of the buildings should host the most lively of activities, with direct entrances to the sidewalk. This is most important for interior spaces that are adjacent to public plazas and green space (Figure 7-16).

### 5 TRANSITION TO NEIGHBORHOODS

Because of the regional uses located at this Mobility Hub, substantial existing residential uses are located on the periphery of the ½-mile radius. Where residential uses are introduced in this hub, they are mixed-use buildings buffered by retail from the main corridors.



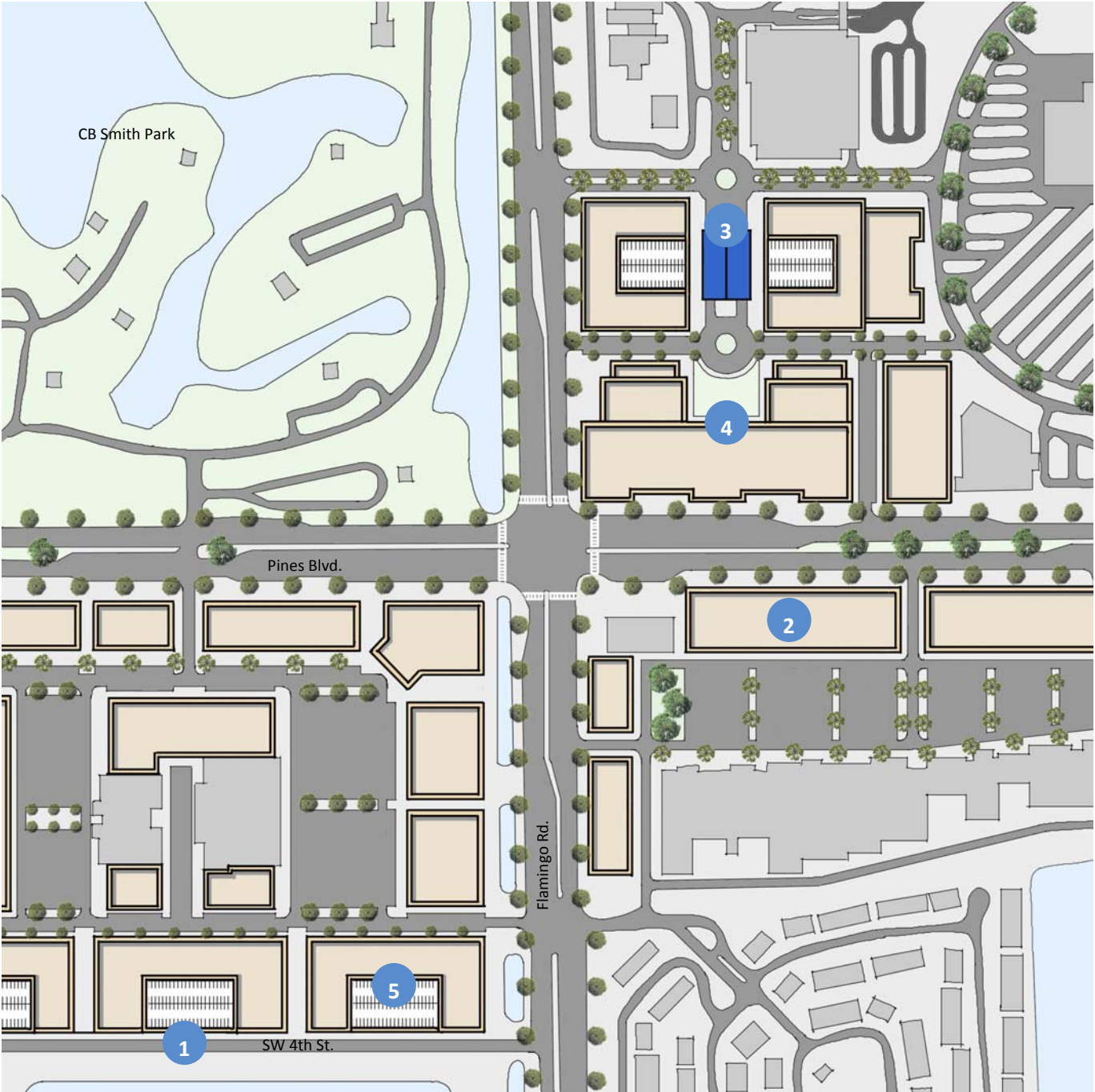


Figure 7-14: Pines Blvd & Flamingo Rd – Proposed Master Plan



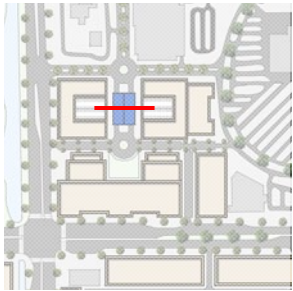


Figure 7-15: Pines Blvd & Flamingo Rd – Public Realm Section





Figure 7-16: Pines Blvd & Flamingo Rd - Memorial Hospital West Campus





## PINES BOULEVARD & FLAMINGO DRIVE

The Pines Boulevard & Flamingo Drive Mobility Hub contains major employment activity centers that will act as the impetus for the long-term evolution of the area into a more connected, transit-supportive area. The area contains both the Pembroke Lakes Mall and Memorial Hospital West campus, which are both located in the NE Quadrant. The SE and SW quadrants contain significant retail and multi-family residential uses, although they are physically disconnected from each other. The NW Quadrant contains CB Smith Park, a major amenity that also provides a location for a successful BCT Park-and-Ride facility.

The Preferred scenario envisions the existing developments to continue to evolve from single-use areas into more connected mixed-use centers over time through densification of uses and the conversion of surface parking areas into parking garages and building sites over time. This scenario assumes the use of a variety of building types, which are listed in Table 7-5 along with the average building height and FAR assumed for each (Building Type details can be found in Tech Appendix 6-E) within the Mobility Hub (see Figure 7-17 for preferred scenario details).

To determine potential comprehensive plan and land LDC changes that may be required to accommodate the Preferred scenario, Building Type characteristics (allowable uses, building height, and FAR) were compared to those allowed within the existing regulatory framework.

Table 7-5: Hollywood Blvd & Flamingo Rd Development Type Characteristics

Development Type	Characteristics
Arterial Commercial	Avg. Height - 1 story Avg. FAR - .42
Main Street Commercial	Avg. Height - 2 stories Avg. FAR - 1.0
Residential Retail Mixed-Use	Avg. Height - 3 stories Avg. FAR - 1.56
Hotel	Avg. Height - 4 Stories Avg. FAR - 1.76

### *Pembroke Pines Comprehensive Plan*

The primary Future Land Use designations within this area are the Commercial designation (covering the Pembroke Lakes Mall area and the retail in the SW Quadrant), Industrial Flex (covering the retail in the SE Quadrant), Community Facilities, and residential designations, which includes the surrounding multi-family areas. The Preferred scenario includes significant commercial and mixed-use (including residential) redevelopment in the SW Quadrant, office and hotel development in the NE Quadrant, and commercial development in the SE Quadrant. and mixed-use, multi-family, and commercial redevelopment in the NW and NE quadrants. To implement the types of development envisioned in the Preferred scenario, the following plan amendments could be considered.



### *SW Quadrant*

Amend a portion of the area designated Commercial to the Mixed-Use Residential designation to allow for maximum flexibility of commercial and mixed-use residential on the site.

### *NE Quadrant*

The Preferred scenario includes the addition of hotel and medical office to this area, which is consistent with the existing Commercial designation. Although a detailed calculation has not been performed as part of this study, the Commercial designation does allow for an overall maximum of a 1.0 FAR with City Commission approval. It is likely that this will provide enough allowable density/intensity for the envisioned development. Another potential option would be the designation of the area as a Local Activity Center (LAC).

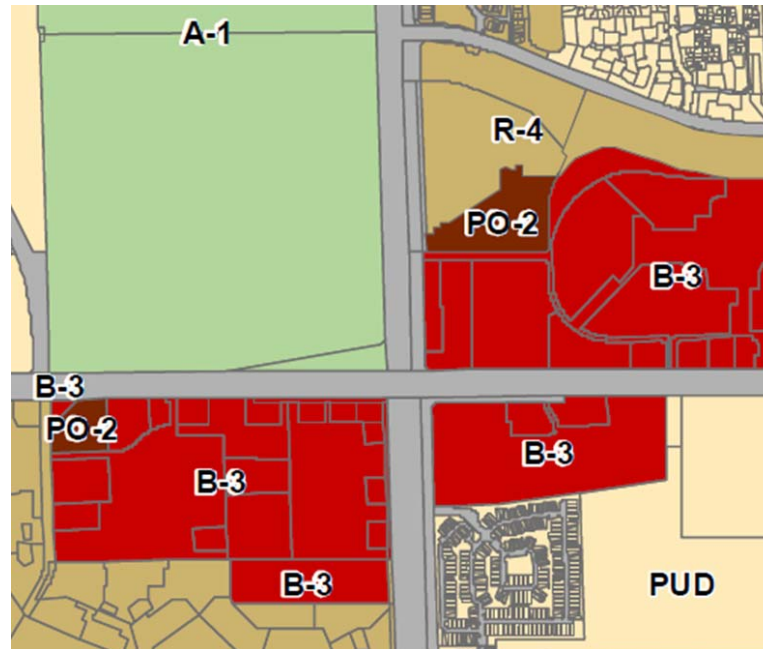
### *SE Quadrant*

The existing Industrial flex designation is subject to the allowable non-residential maximum 1.0 FAR. Although a detailed calculation was not performed for the purposes of this study, it is likely that the additional commercial redevelopment envisioned in the preferred scenario could be accommodated within this density/intensity maximum.

### ***Pembroke Pines LDC***

To allow for the evolution of uses and form envisioned within the Preferred scenario, it is recommended that an overlay be implemented or new zoning categories be developed to allow for the more urban, mixed-use redevelopment that is needed to support transit.

Figure 7-17: Flamingo Road Existing Zoning Districts



### *SW Quadrant*

In the SW Quadrant, the Preferred scenario envisions the addition of a mixed-use (including residential) and commercial development to augment existing commercial uses in the area while providing for shared parking. This arrangement of uses and shared parking will require close coordination with property owners and development of a phased master plan. An approach using an MXD with a detailed site plan would help ensure the long term evolution of the site into a more connected, mixed-use environment.

### *NE Quadrant*

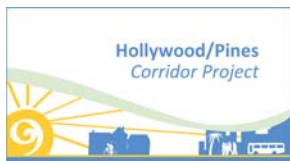
In the NE Quadrant, the Preferred scenario envisions the addition of hotel and medical office to the area, which would be consistent from a use perspective with the B-3 zoning district, although modifications would likely be required in to allow for the site characteristics (see potential modifications listed under SE Quadrant). However, to allow for greater flexibility, a site-plan-controlled MXD could be used in close coordination with the major property owners. This would allow for the necessary staging of development and the flexibility of site placement needed to allow for the evolution of a connected, mixed-use environment.

### *SE Quadrant*

It is envisioned that the SE Quadrant will remain largely commercial, with some new commercial redevelopment taking shape in the form of liner buildings along the corridor frontage. The existing B-3 zoning district would allow for this development from a use perspective, but modifications may need to be considered to allow for a more connected mixed-use development to occur. These include the following:

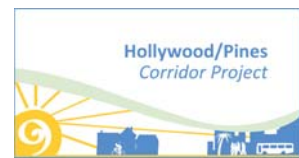
- Consider reduction of front- and street-side yards from the current minimum of 15' (with a requirement that the setback be landscaped). This reduction could allow for creation of street edge along corridor frontages.
- Consider establishment of maximum front- and street-side setbacks. A maximum would require development to be brought closer to the street to act as a street edge.
- Consider a prohibition on uses that are not compatible with the Preferred scenario including, but not limited to:
  - Car washes
  - New/used automobile, truck, trailer sales and repairs
  - Services stations, repair and service garages

- Mini-warehouse storage
- Boxing or sports arena, golf driving range, miniature golf course, bowling alley, skating rink, swimming pool, drive-in theater
- Storage of rental vehicle



# URBAN DESIGN AND IMPLEMENTATION TOOLKIT

The purpose of the Urban Design and Implementation Toolkit is to synthesize the application of land use and urban design recommendations made at the four selected Mobility Hubs along the corridor into a toolkit that can be used to implement transformative land use strategies along this corridor and other similar corridors in Broward County. The Toolkit focuses on five urban design and planning principles, supported by case studies and academic research that meet two development goals: encourage and support multimodal transportation, especially premium transit, and preserve and enhance the character of existing neighborhoods. The Urban Design and Implementation Toolkit will present urban design standards that should be met by development, steps for their physical application, and implementation strategies.



## URBAN DESIGN STANDARDS



### CONNECTIVITY

Connectivity is a term that refers to the degree to which streets, roads, and pedestrian routes are joined together. The more connected the street/pedestrian network, the more access and circulation options are provided. If an area has a high degree of connectivity, it provides many ways for users to navigate their environment and, in the process, reduces the extent to which all travelers must rely on one route. This can help alleviate automobile congestion by providing more navigational choices to users to reach destinations more efficiently, allow the corridors to maintain their current width or be narrowed through a road diet to accommodate multimodal forms of transportation, and create a physical environment that is conducive to mixed-use development and increased transit ridership. Additionally, increasing the number of multimodal routes that connect with transit-oriented corridors will allow pedestrians who live and work near the transit-oriented corridor to more efficiently access transit stations and mixed-uses that support a transit-oriented urban environment.

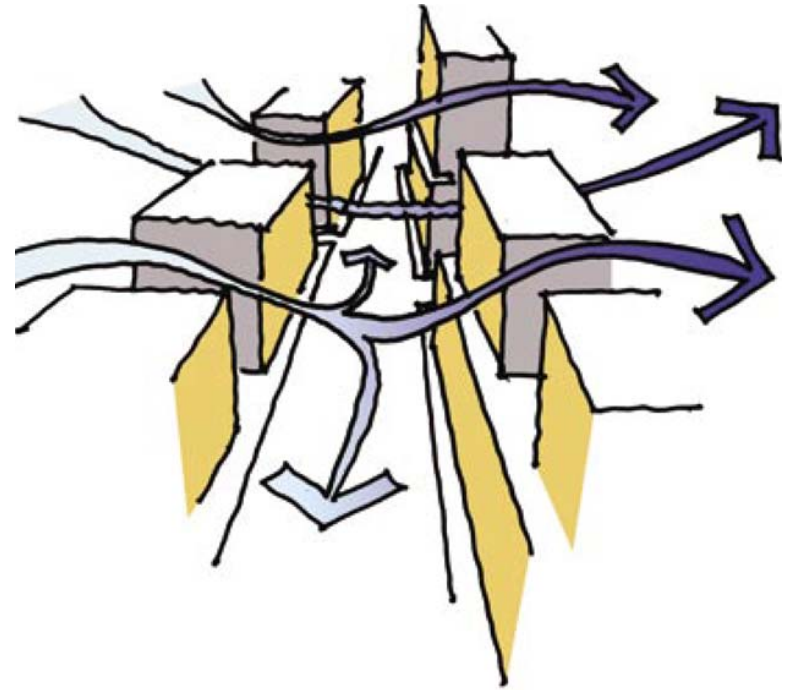


Figure 7-18: A grid network of streets increases the number of available routes between destinations and creates more accessibility to a transit corridor. (Image courtesy of Broward County)



## GUIDING PRINCIPLES

1. *Reduction of Automobile Congestion* – The more connected the street network through a area, the more access and circulation options are provided. If an urban area has a high degree of connectivity, it provides a variety of ways for users to navigate their environment and, in the process, reduces the extent to which all travelers must rely on one route.
2. *Maintaining or Reducing Roadway Corridor Size* – Increasing the number of multimodal routes that connect with transit-oriented corridors will allow the corridors to maintain their current size or to be retrofitted over time as additional routes for traffic circulation are provided.
3. *Urban Fabric Conducive to Mixed-Use Development* – Mixed-use and commercial development as well as premium transit requires a large market-base. If those uses are accessible through a connected urban fabric, multimodal users will be able to more easily and efficiently access businesses along the corridor.



Figure 7-19: Urban fabric connecting a corridor with residential development. (Image courtesy of The Gazette)



Figure 7-20: Maintain or reduce roadway corridor size while providing multimodal facilities. (Image courtesy of City of Fresno)

## URBAN DESIGN STANDARDS



### SITE ORIENTATION

Site orientation is how buildings are located on a property parcel in relationship to the street and sidewalk (the public realm). A building's relationship to the public realm is important because it creates an enclosure along the street, which helps to create a comfortable environment for pedestrians. Site orientation is an essential element in the development of a transit-supportive area because it can increase the efficiency of travel for transit users and pedestrians. When buildings are located directly adjacent to the public realm, as opposed to a parking lot, walking distances between transit stations and destinations are shorter and the pedestrian environment is more pleasant. This situation is more appropriate and friendly for all users, including those who use transit frequently, such as older adults and parents with small children. Additionally, it is common for parking lots located between a sidewalk and a building to provide little or no circulation infrastructure for pedestrians. This can contribute to lack of safety and comfort along the corridor.



Figure 7-21: Relationship of buildings to public realm in an urban environment. (Image courtesy of Fort Worth Forum)

## GUIDING PRINCIPLES

1. *Enclosure on the Street* – Increasing the building-height-to-right-of-way-width ratio will create a human-scaled built environment that will support and enhance pedestrian and multimodal behavior.
2. *Increase Efficiency for Transit Users and Pedestrians* – If buildings are located closer to the public right-of-way, pedestrian routes between destinations (including transit facilities) will be more efficient and attractive to users.
3. *Increase Safety for Pedestrians Along the Corridor* – The location of parking lots behind buildings with access off side roads will dramatically decrease the number of curb cuts along the corridor. The decrease in interruption of pedestrian infrastructure will preserve the identity of a multimodal, mixed-use corridor.



Figure 7-22: Pedestrian-friendly street enclosure. (Image courtesy of Better! Cities & Towns)



## URBAN DESIGN STANDARDS



### PUBLIC REALM DESIGN

The “public realm” refers to space that is publicly-owned, accessible, and maintained and includes streets, pathways, and parks. The term can also refer to privately-owned space between the right-of-way and the building frontage. Design enhancements to the public realm along major corridors provide more appropriate facilities for transit, transit-users, and mixed-uses supportive of transit. Routes to these facilities should be safe and comfortable. This can be achieved by providing a physical buffer between high speed traffic and the pedestrian through the provision of parallel parking, a larger sidewalk, or a tree planting strip. The latter will also provide a shade canopy, which is especially important in creating comfort on corridors in Florida’s sunny and hot climate.



Figure 7-23: A pedestrian-friendly public realm is buffered from the street with trees, awnings, and café tables. (Image courtesy of The Virtual Tourist)

## GUIDING PRINCIPLES

1. *Encourage Multimodal Users on Corridors* – For people to reach transit stations efficiently and safely, facilities for bicyclists and pedestrians must be provided to fully encourage use of the corridor
2. *Provide “Placemaking” Opportunities to Encourage Economic Development* – Providing space for the many pedestrian uses and the appropriate buffers between the corridor and building entrances will create places that contribute to the identity of the neighborhood and city.
3. *Better Accommodate Transit Facilities* – Permanent transit facilities are hubs for economic development and attract commercial, office, and mixed-use development. Providing a well-designed public realm right-of-way to support these uses will create corridor activity centers.



Figure 7-24: A complete street encourages multimodal uses. (Image courtesy of Streetsblog New York City)



Figure 7-25: Public realm right-of-way near a transit facility creates corridor activity. (Image courtesy of Places: Design Observer)



## URBAN DESIGN STANDARDS



### GROUND FLOOR DESIGN/USE

Instrumental in creating an urban environment that is conducive to transit-oriented development is an active public realm. Regulating the design and use of the ground floor of buildings adjacent to pedestrian space and transit facilities can have a significant effect on the safety, comfort, and commercial success of the corridor. To achieve this, the interior space adjacent to the public realm should be inhabited by people for an active use, and a majority of the façade should be transparent to allow maximum interaction between public and private spaces. Additionally, active uses and interaction between interior and exterior spaces along the corridor will contribute to placemaking opportunities and, therefore, will attract a variety of users. This will create a healthy atmosphere for mixed-uses and premium transit to thrive. If transit is integrated into a place where people naturally want to spend time, ridership can benefit.



Figure 7-26: Transparent ground floor facades encourage interaction between interior and exterior spaces. (Image courtesy of Archinect)

## GUIDING PRINCIPLES

1. *Create an Active and Safe Environment for Pedestrians* – One of the most influential factors in creating an actual and perceived safe place is by ensuring that buildings overlook public spaces. Pedestrians will choose to spend time in a place that is full of activity and people. This is required for mixed-use, transit-supportive development.
2. *Create a Mixed-Use Commercial Market-Base for Pedestrians* – Active public spaces along corridors will provide a market-base for mixed-use, commercial, and neighborhood uses. This will help a corridor to evolve into one that is attractive to potential customers that are arriving by car, transit, or on foot.
3. *Prohibit Pedestrian Dead-Zones* – To create an active and safe public realm along a corridor, pedestrian dead-zones, or places lacking activity, must be minimized. Spots of inactivity can thwart the progression of economic development and dissuade pedestrians from fully utilizing the corridor.



Figure 7-27: Awnings, trees, lamp posts, and mixed-uses on the ground floor encourage pedestrian activity. (Image courtesy of PlanPhilly)

## URBAN DESIGN STANDARDS



### TRANSITION TO NEIGHBORHOODS

As the designated transit-oriented and mixed-use corridors become developed over time, it is important to protect the character of adjacent neighborhoods by regulating the transition from higher densities and more intense land uses to lower-density and single-family residential development. While a positive characteristic of mixed-use zoning is that it allows a wide variety of uses along a corridor, it is important that land directly adjacent to private residential property be protected from unnecessary smell, noise, or light pollution. Additionally, a gradual increase in residential density around and behind mixed-use/non-residential uses along the corridor will buffer the neighborhood edges. While people enjoy living near retail uses, it is common that they want to preserve the existing natural environment that is found in many urban neighborhoods.



Figure 7-28: Trees create a buffer between a mixed-use development along a corridor and a residential neighborhood. (Image courtesy of Google Maps)

**GUIDING PRINCIPLES**

1. *Preserve the Residential Character of Neighborhoods* – Residential character commonly defined by calm traffic, walkable routes, landscaping, quiet atmosphere, etc., should be preserved in established neighborhoods.
2. *Prohibit Encroaching Redevelopment* – As corridor redevelopment occurs and the intensity of the built environment increases, the scale of structures should be sensitive to the scale of adjacent neighborhoods.



Figure 7-29: Preservation of the residential character of a neighborhood. (Image courtesy of The Fifth Estate)



## TOOLKIT STEPS

Based on the principles described on the previous pages, a series of seven potential steps was developed that, if taken, will help to encourage transit-supportive redevelopment along the Hollywood/Pines corridor. Urban design decisions will be made at every physical scale, and this Toolkit begins with the largest decisions—often the first made—and finishes with the smallest—often the last. These steps include design recommendations for each of the factors listed below.

### 1. DEFINE THE FOCUS

The project goals of a transit-oriented development or corridor segment and the context in which they are being achieved must be defined. The three potential focus areas described below are not mutually exclusive from one another, but instead represent three different starting points for improving the integration of land use and transportation in designated areas. Implementation strategies in each transit-oriented development will vary depending on the policy objectives and long-term infrastructure investment planned by Broward County or the local municipality and other transportation agencies, including the Broward MPO, BCT, and FDOT. Each of the three focus areas is addressed in differing degrees during the planning process for transit-oriented development.



Figure 7-30: Land Use/Economics Mobility Hub focus: uses and form support a hub of activity and economic development. (Image courtesy of California TOD Database)



Figure 7-31: The built environment formed around transit development increases ridership. (Image courtesy of Transit Works For Us)





**Type 1: Land Use/Economics**

The primary goal of focusing on land use/economics is to provide jobs and improve property values by attracting infill and redevelopment, most often taking the form of new building construction. If this is the primary focus, economic incentives may be developed to entice new developments, and more emphasis may need to be put on the scale, density, height, etc., to ensure that the new development is consistent and compatible with surrounding areas.

**Type 2: Transit Development**

If the primary focus is to increase transit ridership, particularly on premium transit modes (light rail, BRT, etc.), then an emphasis must be placed on creating an environment conducive to supporting these modes. To ensure that the desired performance of the premium transit mode is achieved, right-of-way allocation to pedestrian, bike, or vehicular infrastructure could be minimized somewhat to provide for the higher-quality station facilities required of premium transit.

**Type 3: Multimodal Focus**

For Mobility Hubs where premium transit may not be

available, the focus may be on improving the overall multimodal network that supports the hub. This focus will help to create an environment that is most supportive to bicycle and pedestrian facilities. This can include the creation of additional bike lanes (buffered or unbuffered), shared-use paths and multi-use recreational trails, separated cycling tracks, and bike racks and storage facilities. Travel lanes for cars or buses could need to be somewhat limited in size to accommodate these facility requirements.



Figure 7-32: A multimodal focus should incorporate facilities such as a cycle track and parking furniture. (Image courtesy of The Bikeway Network Recipe)

## TOOLKIT STEPS

### 2. CONDUCT A TRANSIT ASSESSMENT

A transit assessment is necessary to determine the amount, patterns, and trends in vehicular, multimodal, and transit behavior in a Mobility Hub or corridor segment. Determining a strategy by which to minimize car usage in favor of alternative modes of transportation will require an understanding of the entire mobility system.

#### *Document Routes*

Understanding where routes cross along a transit corridor and within a Mobility Hub will inform where the public realm should be enhanced to support activity associated with transit. Additionally, documenting transit routes will lead to a greater understanding of rider behavior and routes approaching and leaving stations.

#### *Stops and Stations*

Elements most affecting the urban design in mobility areas are where transit routes stop and the station requirements for each location. These and the pedestrian traffic surrounding them should be mapped and incorporated into project improvements.



Figure 7-33: Document existing transit stops and stations as part of a transit assessment. (Image courtesy of Seattle Transit Blog)

### 3. DEFINE THE STREET NETWORK

The first step in a redevelopment project is to determine navigation and access to, from, and within the site. This will be in the form of vehicular, pedestrian, or multimodal facilities and connections. Each system should integrate within site design and encourage maximum connectivity as possible.

#### *Restore Existing City Grid*

As parcels are redeveloped, existing connecting streets to the corridor must be preserved for all uses of transportation. For larger parcel redevelopment projects, the development plan should incorporate the addition of any roads that were historically located there in the past.

#### *Identify New Connections*

In suburban contexts, where an existing block structure does not exist or where existing streets do not connect to one another, new roads should be built to enhance connectivity to the Corridor or Mobility Hub.

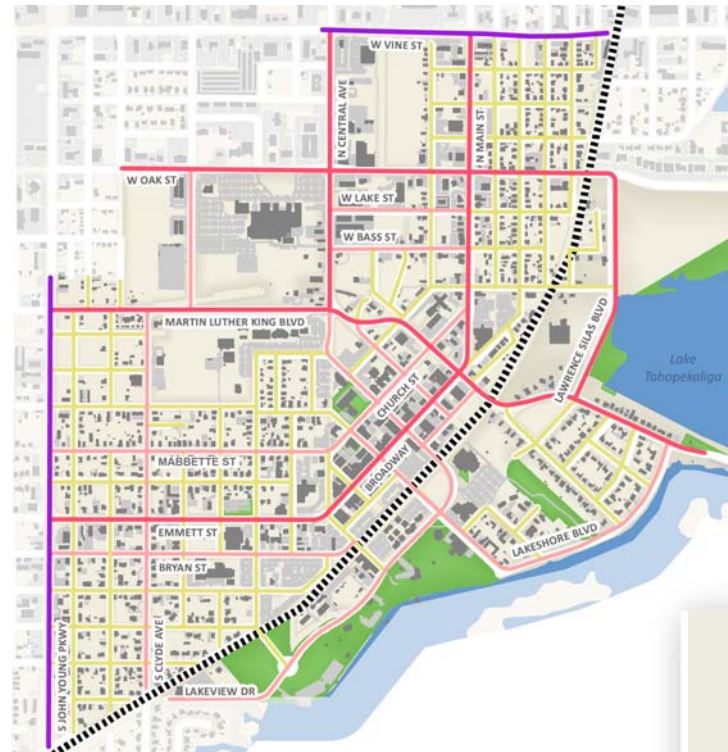


Figure 7-34: Define the street network by mapping existing streets and creating a street hierarchy diagram.

## TOOLKIT STEPS

### 4. MANAGE BLOCK SIZE AND LOT SHAPE

Blocks shape and size is determined by the design of the street network. Smaller block sizes (300—400 ft. in length) are more conducive to pedestrian and transit oriented development and should be encouraged through land development code and site plan review when large, monolithic commercial centers are redeveloped.

#### ***Accommodate Appropriate Uses***

Blocks and lots should be shaped and sized to accommodate a variety of appropriate uses. Standard lot sizes should be able to be organized efficiently within the block structure.

#### ***Allow for Transition of Uses Over Time***

Because development types will transform over time and building technologies continuously evolve, the block size should be able to accommodate the majority of uses, including large-scale commercial and single-family housing. This will ensure that the street network that will remain will allow the urban fabric to evolve over time.

#### ***Appropriate to Encourage Walkability***

Block sizes should be small enough to encourage walkability. If blocks are too large, pedestrians will not easily or efficiently be able to navigate the urban fabric and connectivity will suffer.



Figure 7-35: Double-checking block sizes ensures that they will support appropriate development. (Image courtesy of Google Maps)



## 5. DETERMINE SITE REQUIREMENTS FOR BUILDINGS

Buildings and elements appropriately located on a site are imperative for creating a built environment that is supportive of transit. The specific location of buildings in relationship to the public realm, the location of parking, and allowable development are the most influential factors.

### **Setbacks**

Where not already part of a historical development pattern, buildings should have a minimal setback, big enough to allow for appropriate pedestrian, bicycle, and transit facilities, but close enough to the street to create enclosure. Corners and the more dominant frontage should be given priority in the building design.

### **Density**

An appropriate amount of density is required to support premium transit and transit-oriented development. National standards and benchmarks should be used to guide redevelopment in the Mobility Hubs and Corridor segments. In the case where very low density needs to be offset, much higher densities than the average can be allowed to achieve an overall appropriate average.

### **Height**

Building height should be greatest around the center of the Mobility Hub or Corridor and stepped back gradually to create

an appropriate transition to lower-density, single-family neighborhoods. Creating enclosure along roads without blocking out natural light is part of the balance that must be considered when establishing allowed building heights.

### **Parking**

In pedestrian/transit-oriented developments such as Mobility Hubs, surface parking lots, if deemed necessary, should be located behind buildings. In unique circumstances, they may also be located to the side of a building, but in no case should they be permitted in front of buildings. The ground floor of parking garages should be wrapped with active commercial or residential uses.



Figure 7-36: The relationship of buildings to the public realm is a vital element in the development of a transit supportive environment. (Image courtesy of Buffalo Rising)



## TOOLKIT STEPS

### 6. BUILDING DESIGN AND FORM

Building design and form affect how buildings will interact with the public realm. Creating active and vibrant public spaces in Mobility Hubs and along the Corridor will contribute greatly to achieving transit-supportive development.

#### ***Building Façades***

A majority of building façades, especially those located on streets, should have openings transparent to activity in the interior of the building. Blank walls should be minimized as much as possible.

#### ***Building Entrances***

Primary building entrances should face streets, not parking lots. Wherever possible, each residential or commercial unit should have an individual entrance to the street.

#### ***Ground Floor Usage***

Ground floor spaces, especially along streets and public space, should have active uses. Activity on the interior buildings should be able to flow easily to exterior public space when appropriate, as in the case of sidewalk cafes.



Figure 7-37: The design of building façades, entrances, and ground floor usage aid in the definition of vibrant urban spaces. (Image courtesy of ERCO Light Scout)

## 7. STREETScape AND PUBLIC SPACE DESIGN

The streetscape and design of public space should support transit, pedestrian, and bicycle facilities required of transit-oriented development. Ultimately, transforming streets with the highest-quality design and materials is a large investment of time and money. While policy should encourage this to be achieved in the long term, short-term solutions can encourage pedestrian behavior required for premium transit.

### *Incremental Solutions*

Incremental solutions such as reducing the size of travel lanes, introducing bike lanes, and striping off extra right-of-way where appropriate should be used. Measures such as activated pedestrian crossings and signage should be introduced to increase safety. Sidewalks should be widened and trees planted in buffer space where possible. Any incremental changes should be part of or complement longer-term streetscape redesign plan.

### *Long-Term Solutions*

Long-term solutions often include street reconstruction. Curb lines will be moved, the construction of stormwater facilities, building of urban infrastructure like curb and gutter, widened sidewalks and the accommodation of stations, and expanding vegetation areas are all common projects in a streets reconstruction.



Figure 7-38: A well-designed streetscape and public realm can aid the development of a transit-oriented development. (Image courtesy of Bustler)

## STRATEGIES FOR IMPLEMENTATION

### 8. STRATEGIES FOR IMPLEMENTATION

The following strategies are methods by which the previously-stated urban design standards can be implemented the most effectively. These might be offered alone or in various combinations. Case studies to show how other cities have implemented transit-oriented development design standards.

#### ***Simplified/Expedited Development Process***

Regulatory complexity or rigidity can restrict a jurisdiction's ability to attract certain types of desired development or may discourage developers from building in a community.

Unpredictability, delay and excessive process in project review and approval can drive up the cost of development. To ensure that local regulations are supportive of adopted development/redevelopment goals, jurisdictions should consider reviewing and streamlining their permitting processes and development regulations to eliminate unnecessary costs and barriers and facilitate the development desired within the Mobility Hubs.

#### ***Shared Parking Schemes***

Shared parking is an effective tool for reducing the number of parking spaces needed for a project or neighborhood. Shared parking strategies can be implemented within a new mixed-use development, through simple agreements between adjacent owners, or through the creation of a parking management district. Parking districts can also encourage

pedestrian activity by encouraging people to park once and walk from destination to destination.

#### ***Phasing***

Development phasing strategies recognize the “chicken-and-egg” nature of transit-oriented development and articulate a pathway to facilitate private sector investment prior to the implementation of permanent, premium transit services. This investment then lends credibility to the longer-term land use vision for the corridor or Mobility Hub which in turn improves the case for the premium transit investment. Strategies include:

- Development of sub-area plans and pre-approval of entitlements
- Definition of interim uses that can make a site more attractive as a park-and-ride site but do not constrain the site for more intense development in the future
- Zoning and density bonuses
- Infrastructure improvements, special assessments, and tax incentives, including financial participation in development of structured parking.
- Joint development, revenue sharing and cost sharing

#### ***Financial Incentives***

Financial incentives are part of an overall strategy to leverage investment, lower the cost of doing business, and level the



playing field for businesses and property owners choosing to invest in the long-term economic, social, and cultural vitality of the local area. Such financial incentives may include the following:

- Tax abatement
- Lien waivers
- Bond issuance
- Economic/business loan programs
- Grant programs
- Renovation/improvement programs

### ***Density/Intensity Bonuses***

Increased density allows a developer to take advantage of greater economies of scale. Allowing higher densities near transit gives more people easy access to transit from their home or work, encouraging transit use. Creating compact, pedestrian-friendly neighborhoods can also help support neighborhood-serving local businesses.

### ***Height Bonuses***

Increased allowable heights can result in higher revenues from development where higher density projects are feasible. To qualify for a height bonus, the applicant must provide sufficient amenities or public benefit use to build the additional height to take advantage of that bonus density, as well as comply with urban design and building standards and guidelines.

### ***Unique Public/Private Partnerships***

A Public-Private Partnership is an arrangement between a public agency (federal, state or local) and a private-sector entity. Through this arrangement, the expertise and assets of

each sector (public and private) are combined to deliver a service or facility for the benefit of the community. The scale can be as small as providing a façade grant to a small business owner or as large as contributing land in a real estate development project. Such programs may include the following:

- Negotiation of major real estate or land deals
- Assistance in structuring development deals
- Analysis of a development project
- Assistance with land acquisition strategy and assembly
- Identification of development objectives for specific sites
- Development of incentive programs for retailers and developers

### ***Case Studies***

- *Cleveland, Ohio* – Public and private investments catalyzed a striking transformation along Euclid Avenue in Cleveland, generated in part by the construction of a new BRT system. To encourage new residential, retail, and commercial development, the City offers financial incentives for developers and businesses that invest in Cleveland.
- *El Paso, Texas* – The City is expanding and improving transit service by planning four BRT lines through the city. A form-based code, Downtown Incentive Programs, Historic Tax Exemption, and Infill Development Incentive Program are being used to ensure a high quality of urban spaces that surround the bus stops and transfer centers in terms of TOD.
- *Los Angeles, California* – Los Angeles corridor enhancements through station development and TOD-



based construction incentive have been focused on BRT and light rail. Successful station-area development has grown from the initiatives of private developers and local jurisdictions, and supportive land use policies and helpful joint development agreements. To qualify for the incentives of the policy, plans must adhere to characteristics of the station area and are specific to type of improvements made.

- *Phoenix, Arizona* – Planning efforts and land-use guidelines provide a vision for future development along the METRO light rail system in terms of TOD, as well as the potential positive impact of tools that can be used to support TOD in the metropolitan area. Implementation tools include fast track development review, capital funding for infrastructure, tax increment financing, reduced impact fees, streetscape improvements, façade and site frontage improvement program, tax exempt bonds, tax abatement, joint development programs, and land acquisition loan funds.
- *Puget Sound, Washington* – Growing Transit Communities is designed to help make the most of this investment by locating housing, jobs, and services close enough to transit so that more people will have a faster and more convenient way to travel. Implementation tools include regulatory incentives, enacting TOD overlays, developer incentives, flexible development standards, and financial assistance programs.

