

LETTER OF TRANSMITTAL

September 30, 1960

To the following:

Dade County Board of Commissioners
Miami City Commission
Dade County Planning Advisory Board

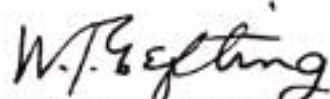
Miami Planning and Zoning Board
Dade County Manager
Miami City Manager

Gentlemen:

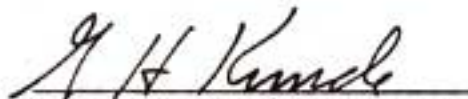
Presented herewith is a final summary report on the Magic City Center Plan — a 25 year blueprint for the revitalization of the declining Miami Central Business District. The plan was prepared by the City-County Joint CBD Study Staff made up of personnel from the undersigned four departments. As stated in the introduction, this publication is the sixth in the Magic City Center Series. During the past eight months you have received copies of the more specialized interim reports to keep you informed on the progress of the various aspects of the study. This booklet presents the total plan with a tentative timetable for carrying it out in three successive stages.

To provide a visual, three dimensional illustration of how the Miami Central Business District will look if the Magic City Center Plan is followed to completion, the CBD Study Staff, with valuable assistance from the Florida South Chapter of the American Institute of Architects, constructed a 12 ft. by 12 ft. scale model of Downtown Miami, 1985. The model, and an accompanying panel display, has been and will continue to be exhibited within the Central Business District. We urge everyone who has not yet seen it to make a point of doing so. If you find reading about the Miami of tomorrow interesting, you will find actually viewing it even more facinating and informative.

The obvious decline of the Miami CBD poses a most serious threat to the well-being of the entire Dade County Metropolitan Area; therefore, it behooves both private and governmental interests to give their whole-hearted support and cooperation in an all out effort to bring about the realization of this Magic City Center Plan.



W. T. Eefting, Director
City of Miami, Engineering Department

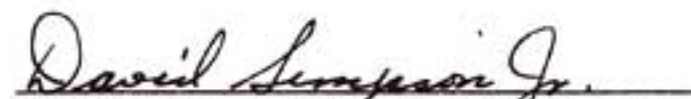


George H. Kunde, Director
Traffic and Transportation Department
Dade County

Respectfully yours,



Paul C. Watt, Director
Dade County Planning Department



David Simpson, Jr., Executive Secretary
Planning and Zoning Board
City of Miami

INTRODUCTION

This is the sixth and last of a series of reports on the Miami Central Business District. The five previous reports in order of publication are:

"A Report On Downtown Miami, Florida"—March, 1959

"Goals, Magic City Center"—February, 1960

"Economic Appraisal and Projections, Magic City Center"—April, 1960

"Magic City Center Comprehensive Traffic Circulation Plan"—June, 1960

"Establishment Survey and Background Studies, Magic City Center"—July, 1960

The first of the series was prepared by the Engineering Department of the City of Miami. The last five are the results of a concentrated effort by the City-County Joint CBD Study Staff which, as indicated on the title page, is composed of selected personnel from two departments in each of the governmental units. Report number one is a general discussion of the problem. Reports two through five are detailed analyses of the four principal parts of the problem. This last of the series is intended to summarize the highlights and significant conclusions of the previous reports and to outline, within a broad, flexible framework, a minimum plan for the future development of the Miami Central Business District that will ultimately achieve the full potential of the area.

This is not intended as a detailed, all-encompassing, finalized blueprint of a downtown revitalization plan. It is an initial proposal for improving the vitally important commercial core of our community . . . a beginning concept that will have to be adjusted to meet ever-changing conditions. Sometime, somewhere, somehow a start must be made. The CBD Study Staff believes the time is now.

It must be remembered, however, that a number of years—in some instances 15, 20 or more—may elapse before work is begun on certain phases of the Magic City Center Plan (see Staging The Plan, page 56). The fact that a facility may be slated for removal or relocation at some future date does not mean that it should be allowed to deteriorate. Existing installations must be maintained in good operating condition and even improved when necessary. In some cases the improvements will be incorporated into the redevelopment; in others the cost will be amortized before the facility is removed. Needless to say, expensive improvements should not be made when reconstruction is imminent.

PURPOSE OF STUDY

The joint Dade County-City of Miami Magic City Center Study, an eight months detailed analysis of the Miami Central Business District, was made for the following reasons:

1. To determine what is happening to downtown Miami and why.
2. To delineate broadly the direction and scope of remedial action.
3. To formulate a unified, practical plan for revitalizing the core area which will utilize the combined efforts of private enterprise and government.
4. To promote greater civic interest and pride in our community.



PHYSICAL DECAY



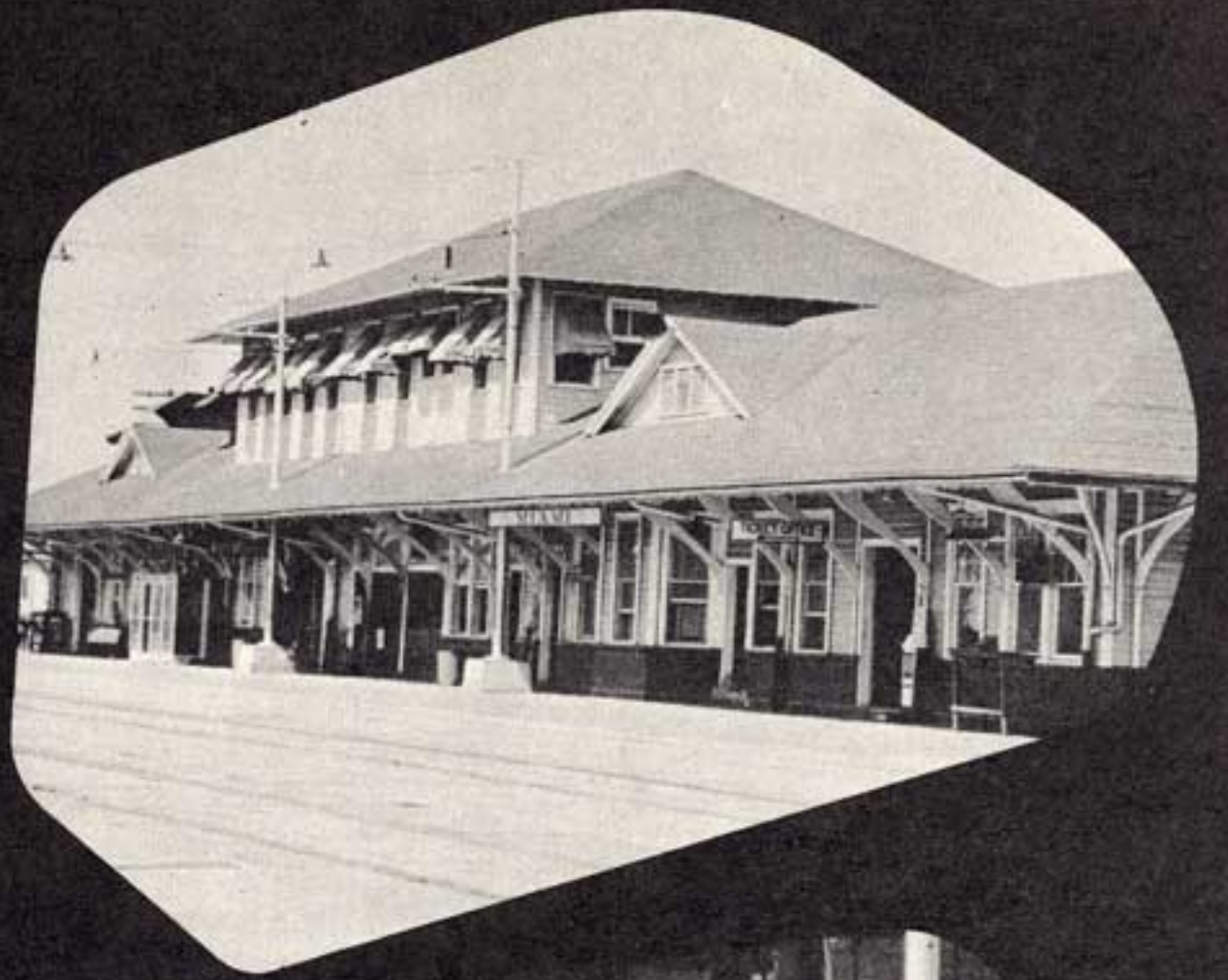
The Miami Central Business District was built yesterday for yesterday. It takes no more than a casual glance to see that the hub of our community is no longer the spic and span pastel city of a generation ago. Blight, under development and the misuse of land occur, to a greater or lesser degree, in virtually every sector of the CBD and constitute a serious threat to the healthier parts of the area. In some blocks, single and multi-family residences are intermingled with commercial, warehouse, and light industrial activities to the obvious detriment of each.

Unfortunately some of Miami's downtown streets have a decided honky-tonk appearance. They are cluttered with a conglomeration of overhanging signs, billboards, traffic signs, sidewalk awnings, etc., to the point of utter confusion and distressing ugliness. Many store fronts are garish and old fashioned. Some are dilapidated. Buildings have been allowed to deteriorate; remodeling and landscaping have been neglected. With few exceptions, people are forced to shop in a carnival-like atmosphere in surroundings which leave much

to be desired. The cheap unattractive appearance of downtown is literally driving people away.

Why all the concern and alarm over the gradual decline of one section of the community? It is not an unprecedented occurrence. Some of the older residential neighborhoods have experienced substantial economic and social declines which were accepted as the results of a natural process. The difference is, of course, that it is happening to the hub of the city... the most important single segment of this ~~urbanized~~ county. What happens to this core area affects every man, woman, and child in ^{the} ~~Dade~~ County.

Needless to say, there is too much at stake to permit the heart of ~~our~~ ^{the} community to wither away. This is not intended to imply that the CBD is of economic value only. It plays an equally important role in establishing and maintaining the personality of the whole ^{the} ~~metropolis~~ ^{County}. If the central city has an obsolete down-at-the-heels appearance, the reputation will soon spread to the entire area.





Would you run gas, water, sewage, and petroleum through the same pipe? That is exactly the way our streets are being used today. Until we separate the different kinds of traffic—pedestrian, passenger car, truck and bus, through and local—we shall continue to suffer the frustrations, delays, and dangers of ever increasing traffic congestion. The tremendous increase in the use of motor vehicles, the deficiency of parking spaces and inefficient public transportation facilities have combined to transform the core area of our larger cities into crowded, noisy, dangerous obstacle courses where the more fragile pedestrian pits his wits and agility against the bulk and power of the automobile in a constantly losing battle for elbow room. And the Miami Central Business District is no exception.

Improving accessibility is one of the prime factors in CBD revitalization. It must be possible for persons who desire to obtain goods and services or to work in downtown Miami to get there conveniently, quickly, and economically, whether they travel in their own automobile or by bus. Expressways and an efficient arterial street system

are dire necessities. Truck loading and unloading should not interfere with the use of streets designated for the movement of vehicles and pedestrians. Public transportation must be unified, improved, and expanded to encourage its maximum use to and from downtown. Terminals for handling people, vehicles, and goods should be constructed as integral parts of the transportation system. Short time parking facilities should be provided within centers of intense activity and long time parking facilities should be located on the fringe of such centers. In short, a comprehensive transportation plan, including both private and mass transit facilities, must be an essential part of the over-all CBD plan.

Within the Miami Central Business District, the most important movement is the movement of people, and the easiest and most efficient way to move large numbers of people short distances in crowded areas is on foot. Whenever possible, pedestrian movements should be separated from vehicular traffic and given preference over other means of circulation. Walking downtown should be a safe and pleasant experience.

TRAFFIC CONGESTION

DECLINING PROPERTY VALUES

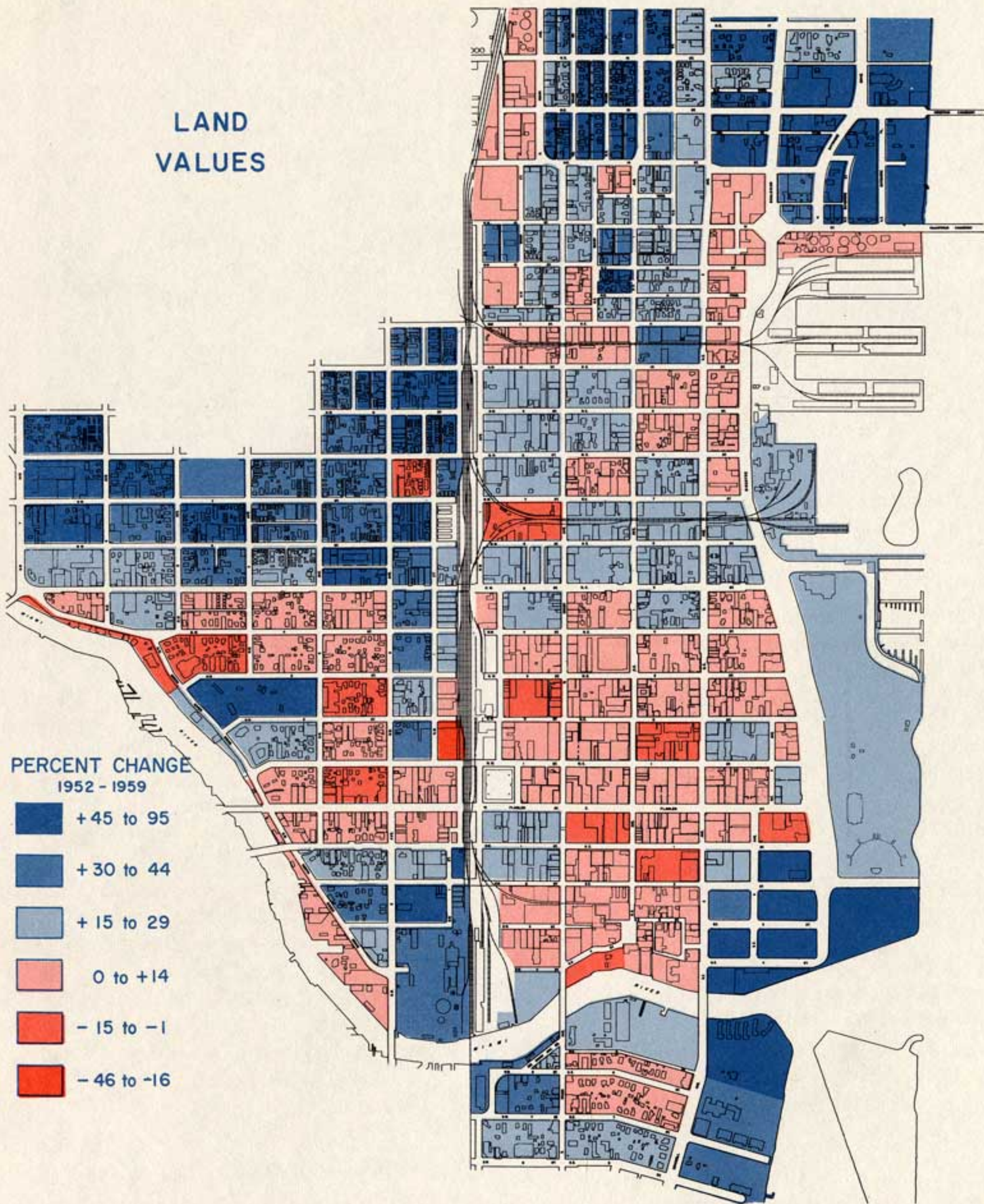
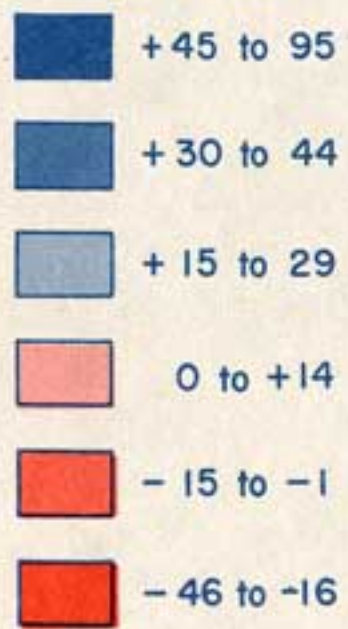
Between 1950 and 1959, the assessed value of the Miami Central Business District, in relation to the City as a whole, declined from 11.5% to 10.3% of the total. Undoubtedly the drop would have been greater if the population of Metropolitan Dade County had not expanded tremendously during those years. This unprecedented growth cushioned the decline and created the illusion of stability; however, even stability in a period of rapid expansion is tantamount to regression. Downtown Miami cannot stand still. It can go forward or it can slip back. If it is to progress, it must participate in and reflect the growth and prosperity of the area.

A review of assessed values of land and improvements shows the importance of the Miami Central Business District to the tax base of both the City of Miami and Dade County. The downward trend in the percentage of total taxes paid by CBD prop-

erty owners is clearly evident. In 1941 the downtown area represented 15.9% of the total assessed valuation of real and personal property in the City of Miami and paid 20.3% of that municipality's revenue from property taxes. In 1950, the downtown area made up 11.5% of the City's assessed valuation and paid 16.2% of the property taxes. By 1959, the figures had dropped to 10.3% of the assessed value and 11.5% of total property taxes—a decrease in the latter of almost 50% in 18 years. Physical deterioration seriously reduces the tax paying ability of any area, especially one devoted to commercial activities. As the Miami CBD loses the ability to pay its share of local taxes, the burden is shifted to property owners in outlying areas. Revitalization of the central core will greatly improve the financial position of downtown businessmen and thus avoid the necessity of further shifting the tax base.

LAND VALUES

PERCENT CHANGE 1952 - 1959

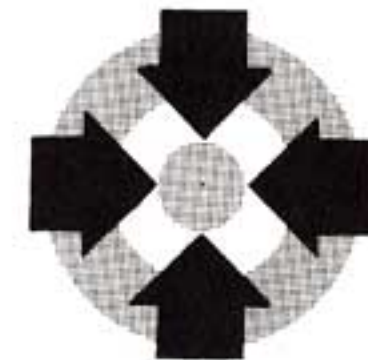


DECLINING PRESTIGE AND QUALITY

It has been shown repeatedly in urban areas all over the country that structural decay within the central business district of a city results in a declining quality of goods and services and a loss of prestige. Unfortunately, a loss of quality and prestige affects all functions in the CBD, not just retail trade. We can hardly expect modern office buildings and high rise apartments to be constructed in a deteriorating area. A new image of downtown Miami must be created in the public eye and it cannot be done with words alone. There must be important physical changes. A significant number of quality businesses must return to the CBD, thus rebuilding badly needed prestige and providing an upgrading influence for the entire area. Some of the new lustre will rub

off on other activities and enterprises and the decline will be checked and eventually reversed.

The truth is that Miami no longer is THE fashionable place to shop. The carriage trade, so to speak, has followed the migration of the more exclusive establishments to other areas which offer the shopper not only higher quality merchandise but more pleasant and attractive surroundings, ample and convenient parking, personalized service, excellent restaurants, and other amenities. The better stores that have left the declining core have been replaced by marginal enterprises which further detract from the desirability of the central area and speed the declining process.



DECLINING BUSINESS AND SALES

For a more detailed discussion of this problem, see the separate report titled ECONOMIC APPRAISAL AND PROJECTIONS, MAGIC CITY CENTER. Copies may be obtained from the Dade County Planning Department.

A decline in the quality of merchandise, prestige and reputation of a commercial area is invariably accompanied by a decrease in sales. And so it has been with the Miami Central Business District.

As indicated by the graph on the following page, the core area has failed to retain its proportionate share of the metropolitan market. In 1948, retail sales in the CBD amounted to 19.5% of the total sales in the metropolitan area. By 1954 downtown sales had fallen to 12.8%. In most instances declines have been relative to the amount of activity outside the CBD, but in some they have been absolute, that is, the dollar volume of sales of certain types of retailing in the CBD was actually lower in 1954 than in 1948. For instance, when adjusted to constant dollars, sales of restaurants in the core area were 12% lower in 1954 than they were in 1948. During that six year period the number of eating establishments in downtown Miami decreased from 123 to 94. There were 33 furniture and appliance retailers in the CBD in 1948. By 1954 there were only 24 and total sales had dropped 17%. In varying degrees, the pattern is much the same

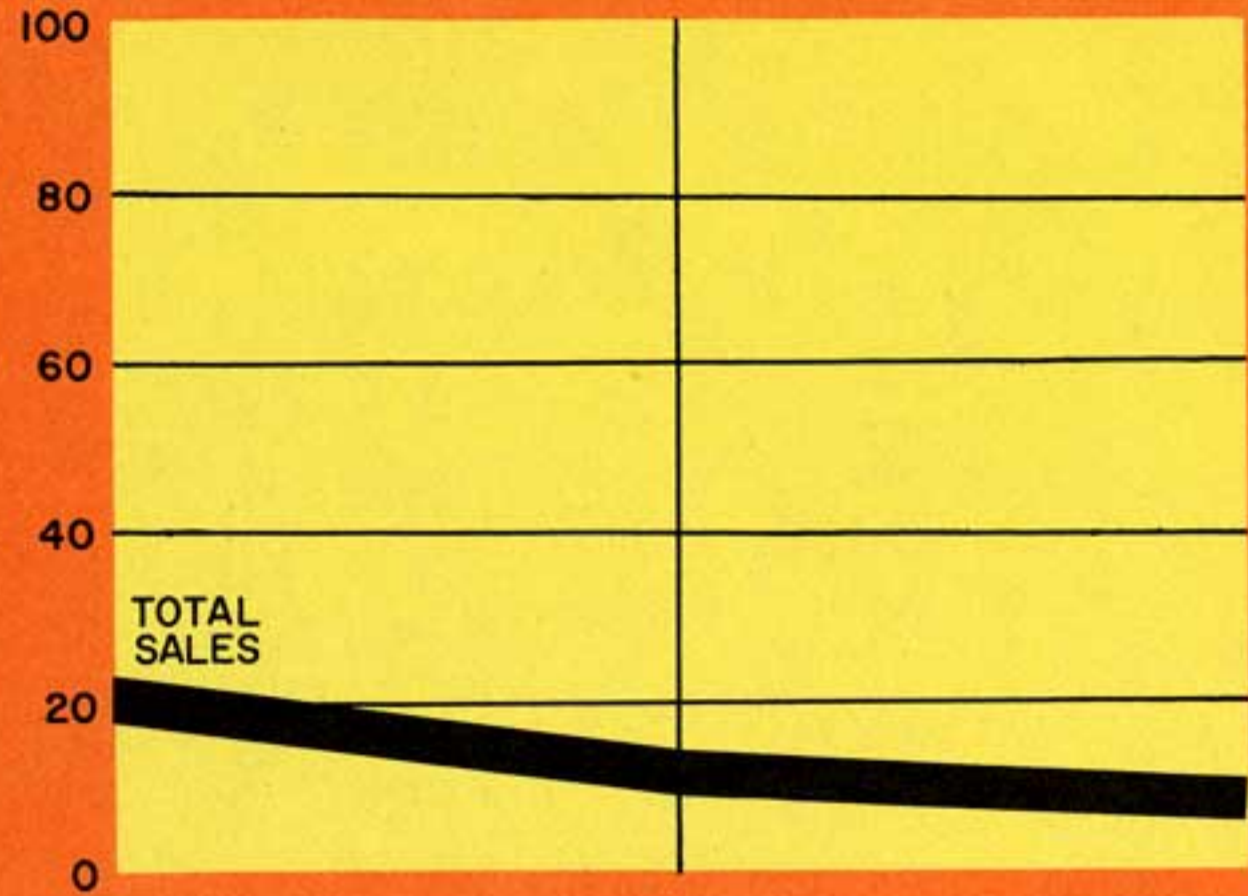
for the other businesses. While census data for more recent years is not yet available, all indications are that the trend has continued so that downtown Miami is becoming less and less important as the focal point of the metropolitan area's retail activity.

Not all of this decline is unusual, unexpected, or undesirable, for population itself has spread farther and farther from the core area. Some forms of retailing function best when located close to the residential population. We would not expect, or, for that matter, want all of our grocery stores to be in the CBD. But other forms of retailing function best when they allow the shopper to visit conveniently several stores selling the same types of merchandise. Often outlying shopping centers do not have large enough markets to support several similar stores. Without a central place for such stores, the consumer is either limited in choice or forced to travel from one area to another to make comparisons. The true retailing function of the CBD, then, is to provide a central location for comparison shopping. The Miami Central Business District is not adequately fulfilling this function.

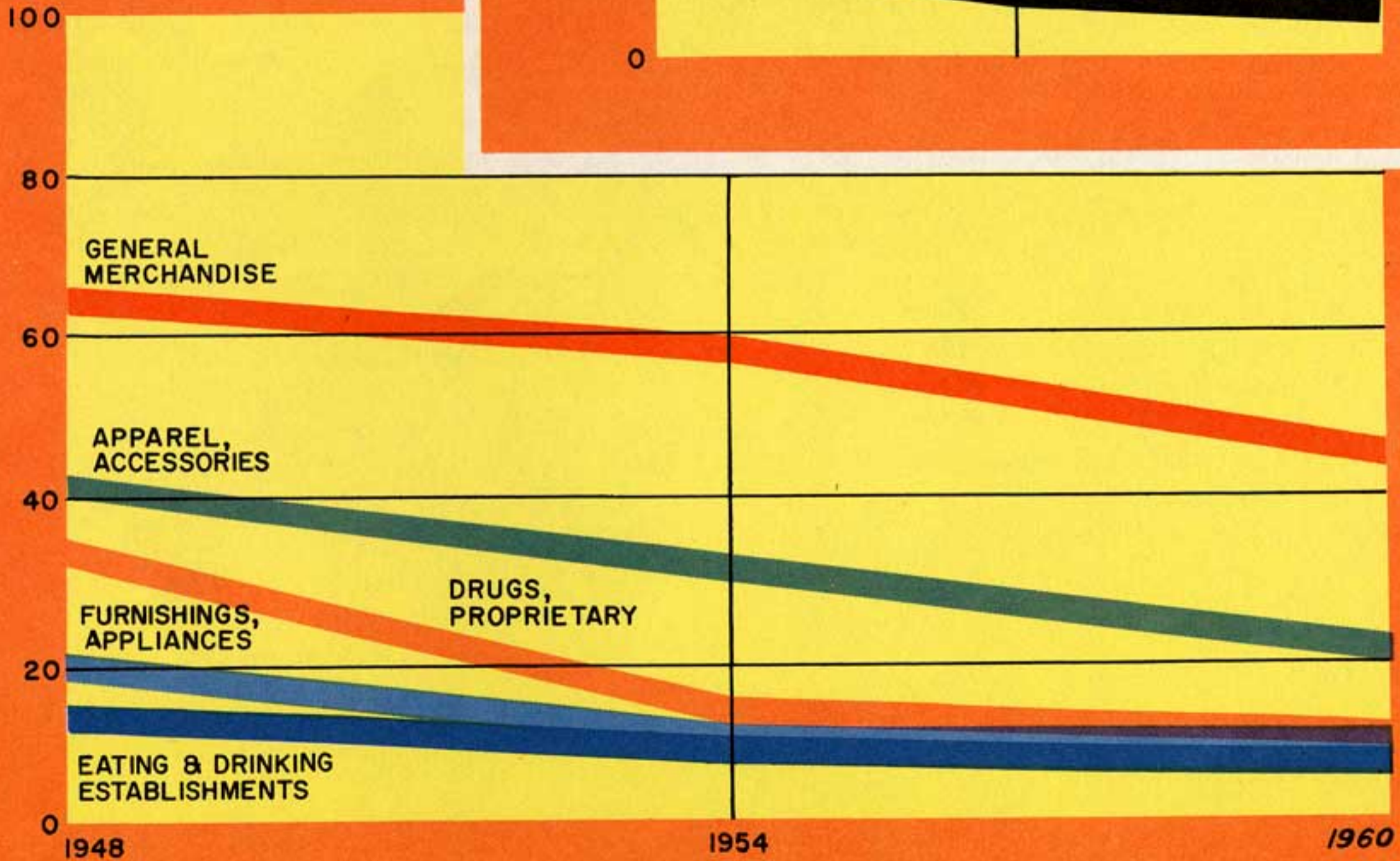
**C.B.D. RETAIL SALES
AS A PERCENT OF
TOTAL DADE COUNTY
SALES**

1948, 1954, 1960
(1960 Estimated)

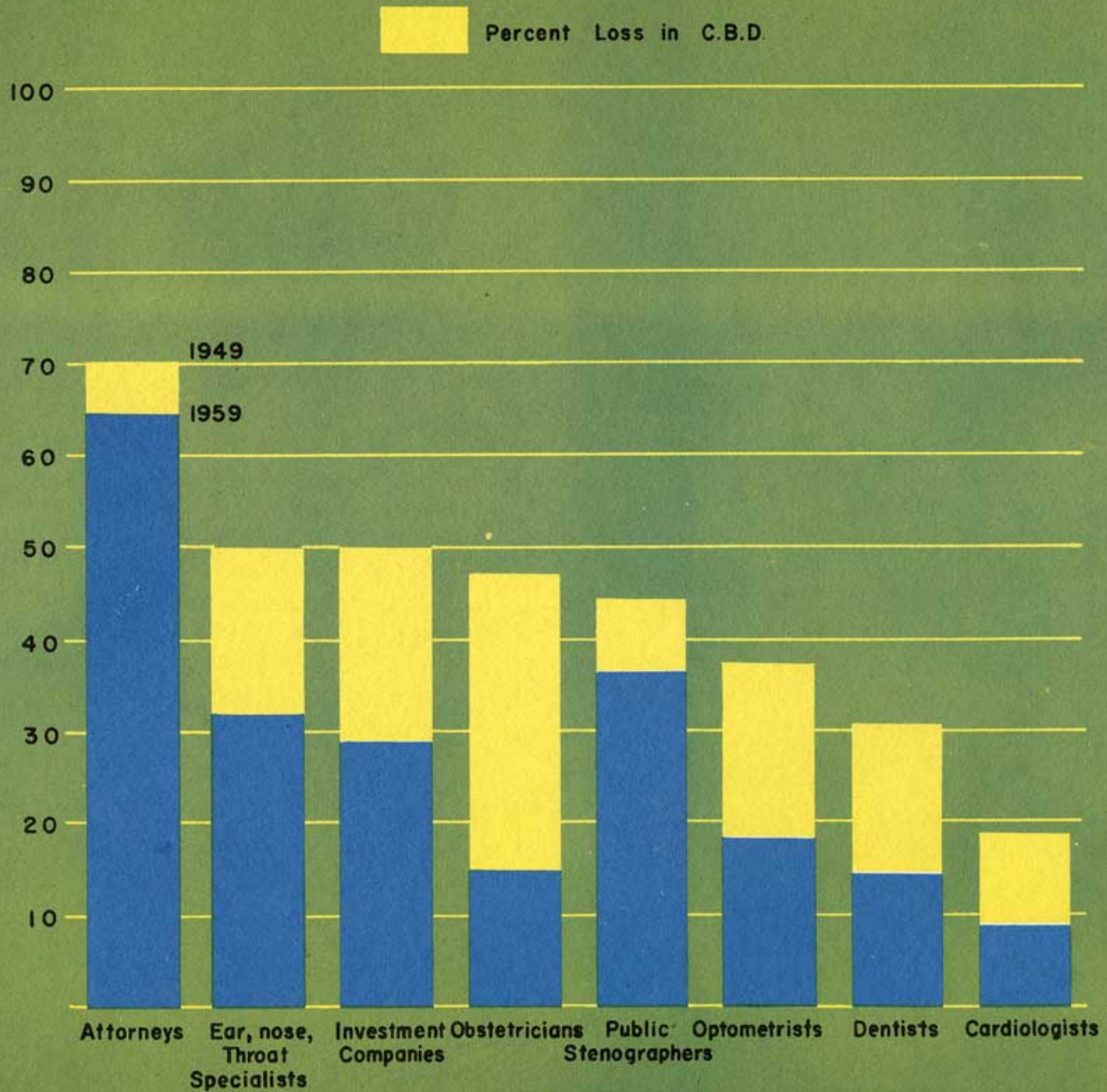
Percent of Total Dade County Retail Sales made in C.B.D.



Percent of Selected Dade County Retail Sales made in C.B.D.



PER CENT
DADE COUNTY PROFESSIONAL OFFICES LOCATED IN C.B.D.
SELECTED PROFESSIONS, 1949 and 1959



OUTMIGRATION OF VITAL ACTIVITIES

It would be unduly severe and unfair to compare the substantial outmigration of vital activities from the Miami Central Business District during the past decade to the proverbial hasty exodus of small gray animals from a sinking vessel, but an examination of the figures gives one the uneasy feeling that such may be the case. One of the more striking symptoms of the decline of the CBD is to be found in its decreasing importance as a center for professional activities. Each succeeding year finds a smaller proportion of Dade County's office and professional functions located in the downtown area. The chart on the opposite page shows the percent of decrease in the number of downtown offices for eight selected professions between 1949 and 1959. Doctors and dentists in particular seem to be leading the move to the outlying districts. A recent questionnaire survey of 113 doctors with offices in the CBD found that one quarter of these

are sufficiently dissatisfied with their office locations to consider moving—most of them outside the central core. On the other hand, members of the legal profession are still largely concentrated downtown. As in the case of retailing, not all of this decentralization of vital activities is undesirable, for the convenience of access factor operates with regard to professional services also. But, again as with retailing, many of these activities function best when they are physically related to other similar activities. Attorneys profit by being near the courts and the public records, stenographers by being near their clients, investment firms from their proximity to the banks and businessmen. The fact that the undesirable features of the Central Business District have become objectionable enough to counterbalance and overcome these advantages is strong evidence indeed that downtown Miami is not living up to its functional responsibilities.

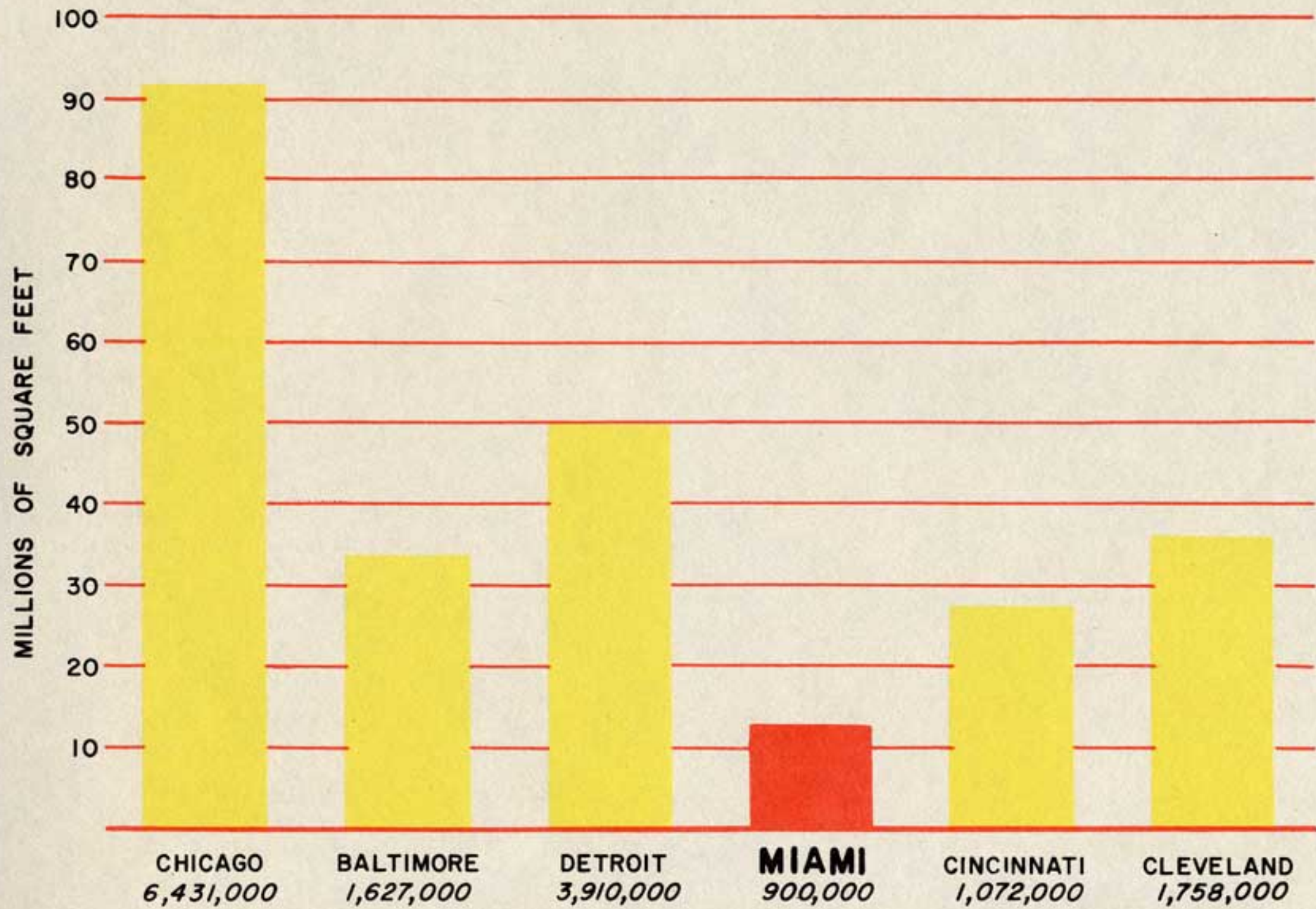
GENERAL ANALYSIS

So far this report has dealt with conditions as they now exist in the Miami Central Business District. On the basis of the data presented, it must be apparent to all that the most important sector of our community is on the decline and that this deterioration poses a very serious threat to the entire economy of Metropolitan Dade County. The fact that many other cities throughout the country are faced with the same problem in no way reduces the seriousness of the situation in downtown Miami. It is a complex problem with many ramifications and, therefore, should not be treated superficially. In other words, a few new store fronts and sidewalk flower boxes are not the answer. These will not provide additional parking and eliminate traffic jams.

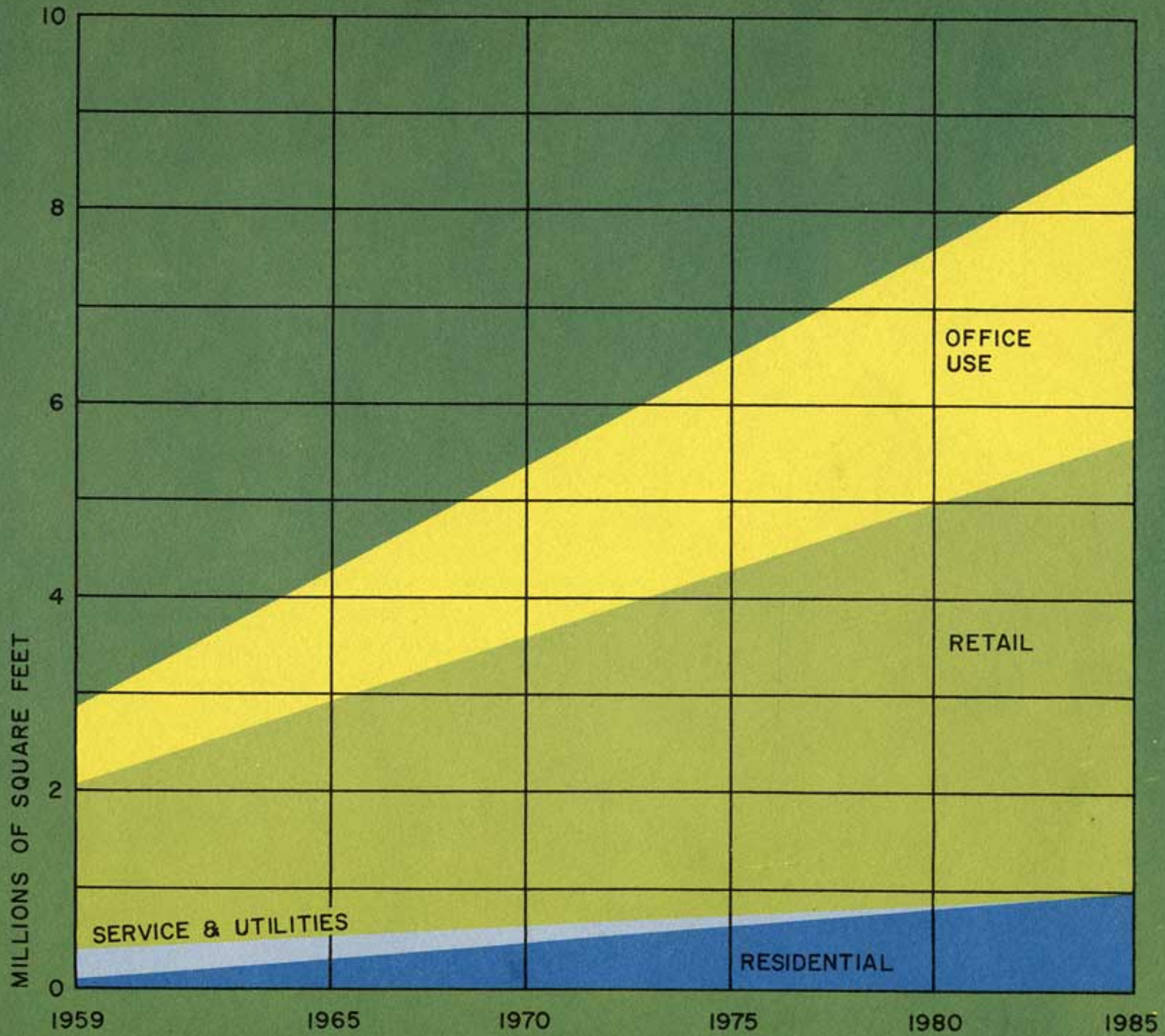
The growing deficiencies of the CBD are not unrelated, but rather they are connected parts of the overall problem. Traffic congestion cannot be divorced from phys-

ical blight, loss of prestige and decreasing sales. Improper land uses, dilapidation, and poor landscaping cannot be considered as separate shortcomings. All are inter-related and all should be included in a comprehensive revitalization plan for the central core. Piecemeal rehabilitation will not do the job. One deficiency should not be corrected at the expense of permitting the others to continue. What is needed is a concentrated, coordinated effort by private enterprise, government, and the community as a whole—especially by private enterprise. Certainly every resident of Metropolitan Dade County has a valuable stake in the Miami Central Business District, but it is the downtown businessmen who have the largest and most direct interest. It is this latter group, then, who should carry the ball in a sustained drive to pump new life into our ailing central city. The section on implementation of the Magic City Center Plan, which appears later in this report, discusses ways in which this can be accomplished.

COMPARATIVE CENTRAL BUSINESS DISTRICTS
Total floor space in selected C.B.D.'s



PROJECTIONS OF SELECTED C.B.D. SPACE REQUIREMENTS TO 1985



Imagine what downtown Miami could be like in 1985 if all of the powerful forces within this mushrooming metropolis pooled their resources and efforts for the next 25 years to achieve the maximum potential of the CBD. It could be a dream city unequaled anywhere on the face of the earth. Some may feel it is unrealistic to talk about and strive for the ultimate, but, in a matter of such great importance to so many people, it is essential to aim high. The Miami central core holds the promise of a bright future if enough of the populace will put forth the necessary effort to make certain the promise is carried out.

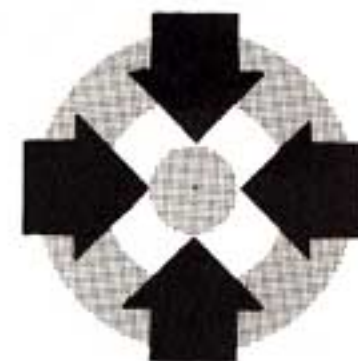
Having identified and briefly described the major blighting factors currently existing in the CBD, this report now turns its attention to the future needs of the area and the means for fulfilling those needs—the Magic City Center Plan.

Considering the extensive sprawl of the Miami Metropolitan Area, it is highly unlikely that the future development of the central core will depend on retail trade to

a large degree. Shopping in metropolitan communities has, of necessity, become decentralized and the trend will continue as these areas keep on expanding. A more logical character for the downtown Miami of tomorrow is that of major office and business center, the commercial and financial hub of the whole Gold Coast. These are the key activities on which to build a revitalization program with retail trade as a supporting factor.

Fulfillment of the promise of a bright future for the Miami Central Business District hinges on working out solutions to such sticky problems as traffic congestion, insufficient off-street parking space, structural deterioration, improper land usage, undesirable merchandising, inadequate mass transportation, lack of rapid transit facilities, poor landscaping, and the general underdevelopment of the downtown area. The following pages summarize and illustrate the various problems and propose solutions. Collectively, these suggested solutions comprise the Magic City Center Plan to revitalize the Miami CBD.

PROMISE OF THE FUTURE



THE CHALLENGE

It is frequently said that Americans do best when the challenge is greatest—when the “chips are down”. This has been true in virtually every field of endeavor except civic improvement. In the latter, we, as a nation, have not been quick to meet the growing challenge presented by our cities and our sprawling metropolitan areas. For this failure to heed the repeated warnings of our planners, analysts, and engineers and to act promptly and decisively, we have paid a staggering price. We have paid in dollars and cents, to be sure, but we have also paid in a more exacting currency, namely, emotional frustration, anxiety, unfillment, mental fatigue and depression, loss of civic pride and a general dissatisfaction with our surroundings and our way of life. And there are many others. Pontifically we give lip service to the cliché that “one cannot live in a madhouse and be happy” while we continue to build bigger and crazier madhouses.

With the exception of the world-wide ideological struggle, the greatest challenge of our present age is the improvement of our urban areas. This, in turn, would make for a much more satisfying mode of living. Sooner or later we are going to have to do more than just talk about it; we are going to have to act. Carrying out the Magic City Center Plan would provide an excellent beginning for Dade County.

One of the first steps in the development of a revitalization plan for the Miami CBD is the establishing of goals. When many individuals and groups are actively engaged in preparing and achieving a plan, the formulation of realistic objectives creates a much needed common ground for agreement and cooperation. It brings forth the basic issues for clear discussion, thus avoiding confusion with secondary matters. In short, generally accepted and clearly stated goals are an essential prelude to a plan for action.



GOAL 1

THE MAGIC CITY CENTER MUST HAVE A FULL RANGE OF CENTRAL ACTIVITIES OFFERING A MAXIMUM SELECTION OF GOODS AND SERVICES TO THE EXPANDING METROPOLITAN AREA. IT MUST SERVE AS THE MAJOR COMMERCIAL, GOVERNMENTAL AND CULTURAL CENTER OF DADE COUNTY.

THE MAGIC CITY CENTER MUST BE INVITING AND PLEASING. IT MUST HAVE BEAUTY WITH DIGNITY, VARIETY WITH UNITY, AND DISTINCTION WITH CHARACTER.



GOAL 2

THE MAGIC CITY CENTER MUST BE ACCESSIBLE BY BOTH AUTOMOBILE AND PUBLIC TRANSIT. IT MUST BE WITHIN QUICK AND EASY REACH OF ALL PARTS OF DADE COUNTY AND THE GOLD COAST REGION.



GOAL 3

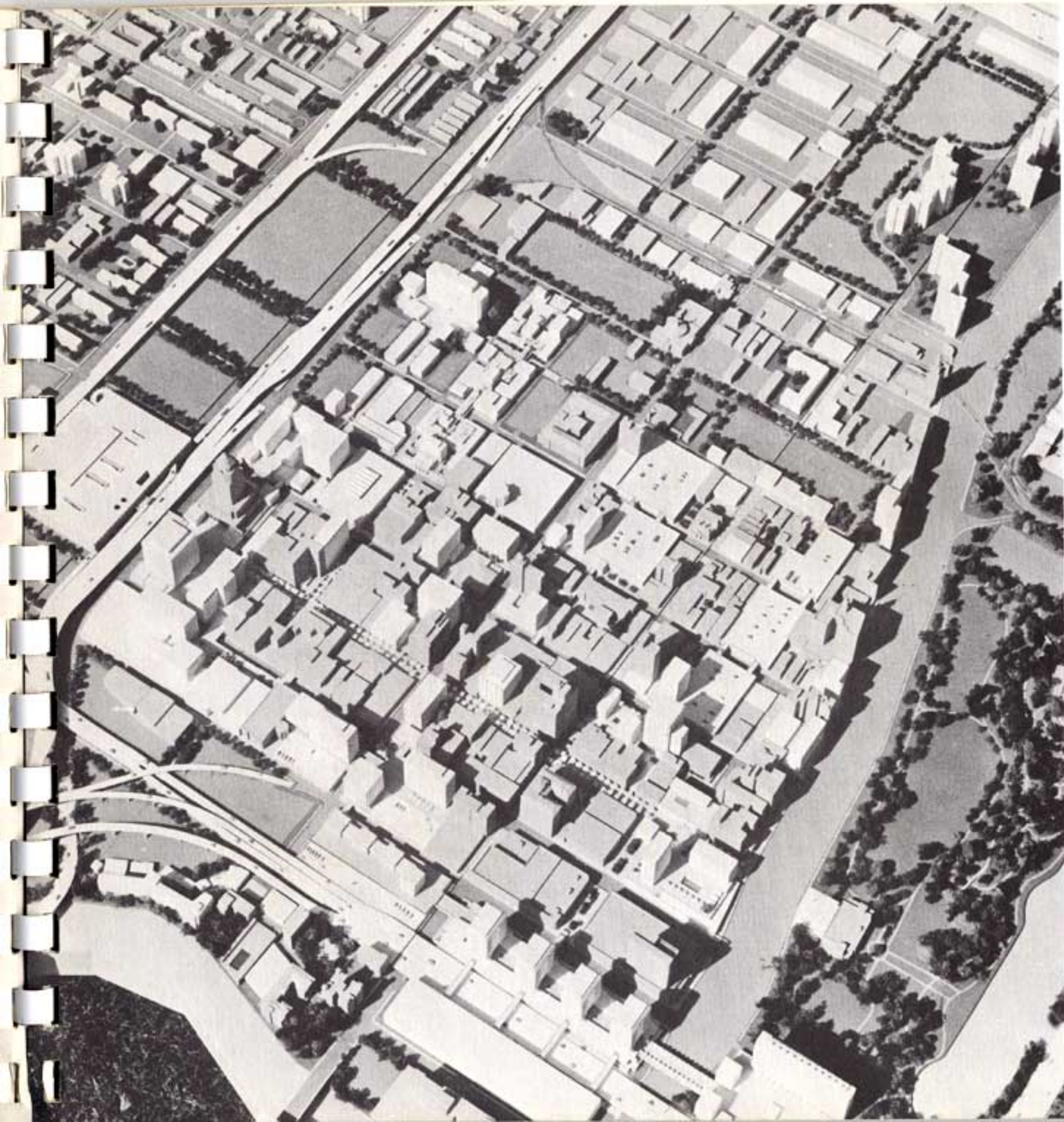
THE MAGIC CITY CENTER MUST HAVE A FUNCTIONAL TRAFFIC CIRCULATION SYSTEM MOVING PEOPLE, VEHICLES AND GOODS EFFICIENTLY. IT MUST BE FREE FROM CONFLICTS, PARTICULARLY BETWEEN VEHICLES AND PEDESTRIANS.



THE MAGIC CITY CENTER MUST HAVE MANY PARKING AREAS, ADEQUATE IN SIZE, ATTRACTIVE IN PRICE, AND CONVENIENT IN LOCATION TO SERVE BOTH SHORT TIME AND LONG TIME PARKERS.

THE MAGIC CITY CENTER WILL BENEFIT ALL DADE COUNTY. ITS REALIZATION REQUIRES THE COOPERATION OF ALL—COMMUNITY, GOVERNMENT AND BUSINESS—IN IMMEDIATE AND LONG RANGE ACTION PROGRAMS.





GOALS FOR THE MAGIC CITY CENTER

A separate report titled GOALS, MAGIC CITY CENTER contains a more complete discussion of the objectives of the current CBD Study. Copies may be obtained from the Dade County Planning Department.

GENERAL LAND USE

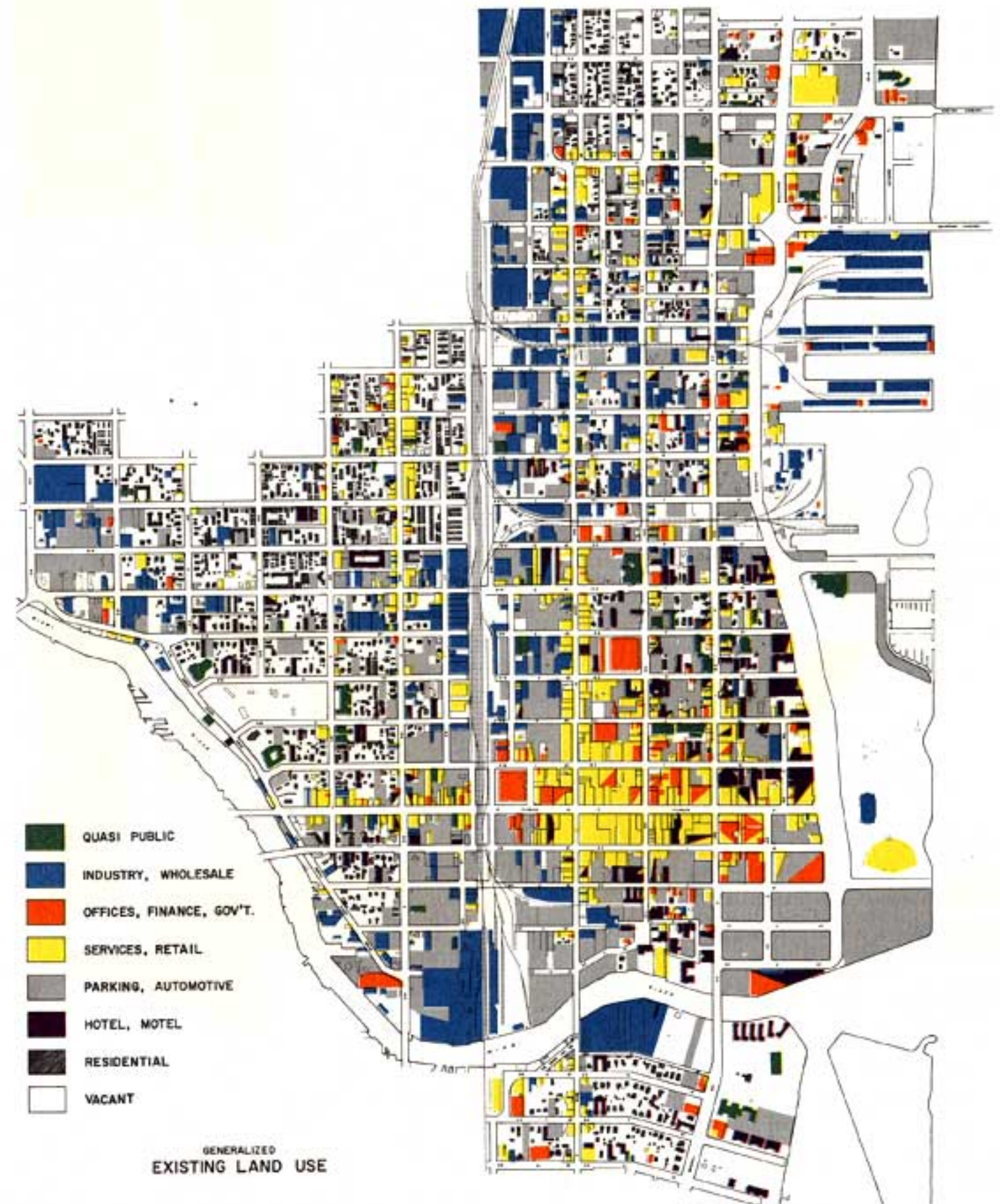
The map at right shows existing land uses in the Miami Central Business District. It reveals the following clusters of specialized activities:

A primary retail and office center flanking Flagler Street from the F.E.C. Railroad tracks to Biscayne Boulevard.

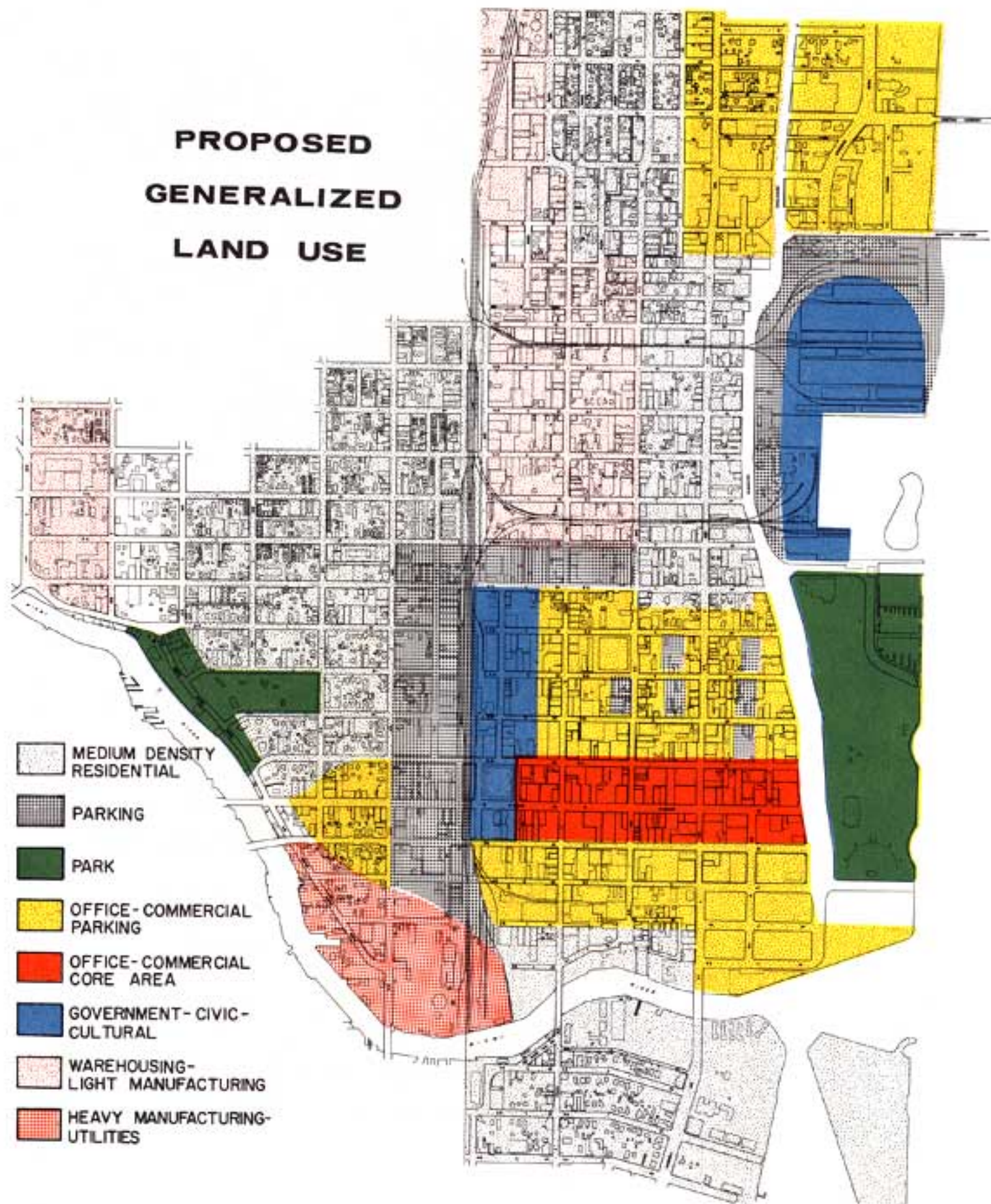
A secondary shopping area on North Miami Avenue from Flagler Street to 5th Street.

A warehouse and light manufacturing section east of the railroad tracks from North 5th to North 12th Streets.

Surrounding these clusters of specialized uses are sizeable areas of mixed activities where no one use predominates. Retail, office, storage, manufacturing, and frequently residential uses may all exist in the same block. These are the gray areas, figuratively speaking, which are in the process of transition. The disturbing question is, "Transition to what?" The even more disturbing answer is invariably "To deterioration and blight".



**PROPOSED
GENERALIZED
LAND USE**



The general pattern of existing land use merits close scrutiny because it must serve as the basic framework for a future land use plan. The proposed land use map shown at left is a graphic illustration of how various activities may be distributed within the CBD to achieve the maximum potential of the central core. It is based on a realistic estimate of the role and scale which downtown Miami will ultimately attain and the land areas which that section of the city will require during the next 25 years. The pressing need is to redevelop the gray areas into blocks of vital activities which support and complement the essential functions of the CBD. This alone would give a tremendous lift to the entire district.

In keeping with the present, gradual trend, the proposed land use plan provides for a more intense use of downtown land . . . for higher density development . . . for expansion upward rather than outward. It recognizes that the primary character of the Central Business District is slowly but inexorably changing from regional shopping center to regional office center and it attempts to guide and facilitate the change while preserving and strengthening the vital retail function as an essential secondary activity.

One of the most important elements of the proposed land use plan is the belt of parking lots which encircles the central city. The parking belt both serves and defines the core area. The urban form which the land use plan will help to establish will better satisfy the functional requirements of Metropolitan Dade County of 1985 and provide a firm foundation for future growth.

TRAFFIC CIRCULATION

A more detailed discussion of this subject is presented in a separate report titled MAGIC CITY CENTER COMPREHENSIVE TRAFFIC CIRCULATION PLAN. Copies may be obtained from the Dade County Planning Department.

The system of streets and avenues serving the Miami Central Business District is far more appropriate for a small town of a few thousand people than for the hub of a huge metropolis with a population of one million residents. Driving in the CBD is an unpleasant, frustrating experience. At times it seems the primary purpose of the streets—namely, the circulation of vehicular traffic—is merely incidental to such activities as parking, loading and unloading, and lining up before traffic signals. Unless a better way is found to get people to and around the core area, downtown Miami may soon choke to death on the automobile.

On the other hand, there is no indication that the private passenger car, as a favorite mode of transportation, is going out of style. More people—an estimated 2½ million by 1985—will mean more cars. Since the problem refuses to just go away, a solution must be found and reasonably soon.

The backbone of the Magic City Center Transportation Plan is the CBD distributor ring—a limited access expressway completely circling the central core and con-

necting with all other expressways in the County. Entrance and exit ramps at strategic points will channel traffic into and out of the hub. Secondly, major changes will be required in the downtown street pattern to increase the carrying capacity of those arteries.

The plan provides for the elimination of north-south through traffic in the CBD. All of the east-west streets, however, will become one-way through streets alternating in directional flow. This means that virtually all conflicting vehicular traffic within the core will be eliminated and the number of signalized intersections will be drastically reduced, thus increasing the capacity of each street by about 60%. Initially, the plan provides for signalized pedestrian crosswalks. Later, in keeping with the growing need to completely separate vehicular and pedestrian traffic in highly congested areas, these will be replaced by elevated crossovers.

Other measures designed to increase street capacity and reduce congestion in the Central Business District are:

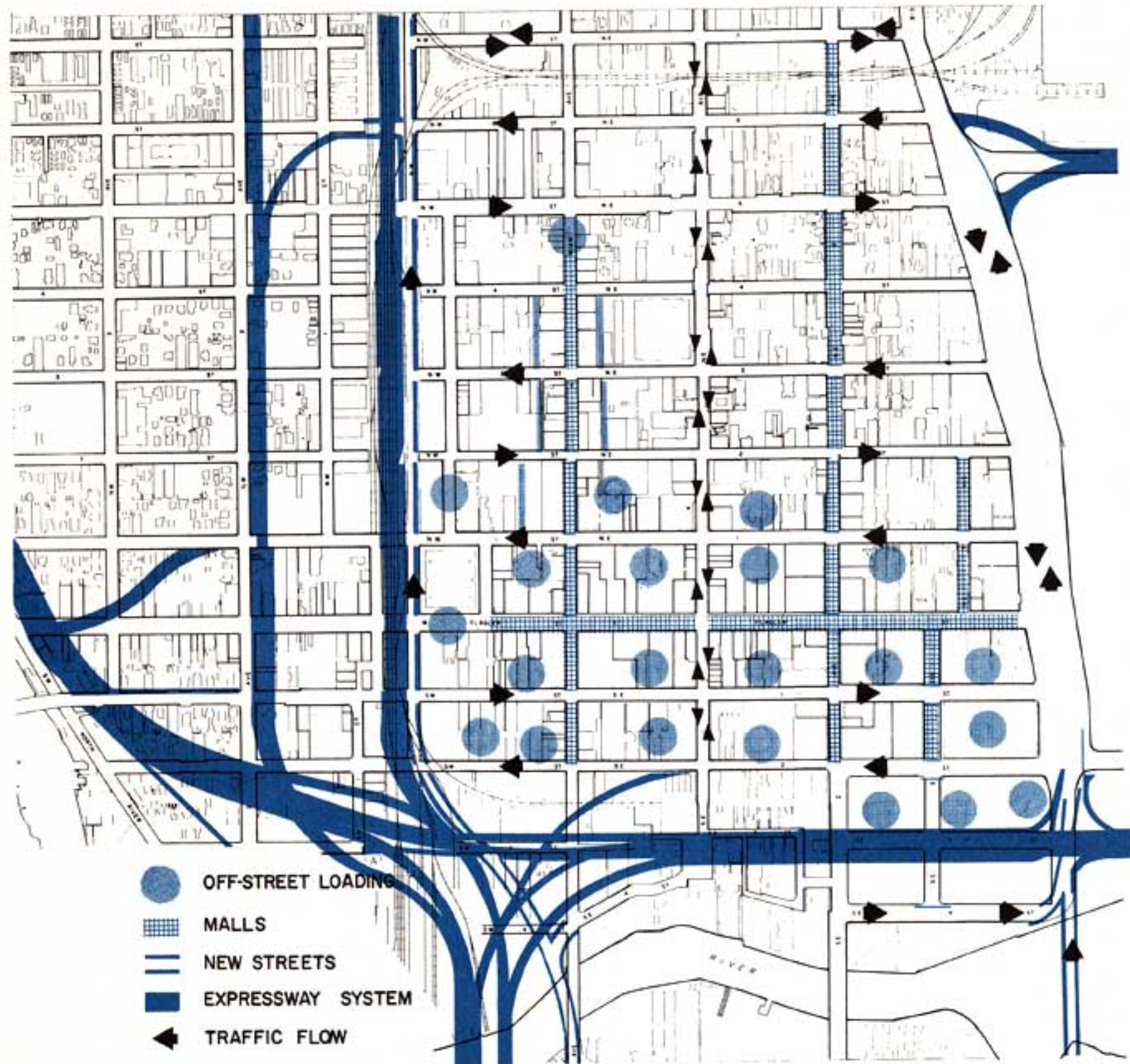
1. Prohibit on-street parking on downtown thoroughfares.



2. Restrict loading and unloading activities to hours of light traffic flow. Eventually all such activities will be confined to off-street facilities—perhaps to a central loading dock in each CBD block.

Increasing the carrying capacity of a street pattern by reducing the number of streets may, at first, seem contradictory, but actually it is not. It is a demonstrated fact that two thoroughfares with signalized intersections cannot accommodate as large a traffic volume as one without such intersections. Signalizing reduces capacity by 50% or more. It is estimated that by decreasing the number of streets in downtown Miami, and hence the number of conflict points, the carrying capacity of the remaining arteries will be more than double the present 27%.

MAJOR PROPOSALS



COMPLETE METROPOLITAN EXPRESSWAY SYSTEM AND CONSTRUCT CBD DISTRIBUTOR RING.

ELIMINATE THROUGH TRAFFIC ON NORTH-SOUTH THOROUGHFARES WITHIN THE CENTRAL CORE.

MAKE ALL EAST-WEST THOROUGHFARES THROUGH STREETS ALTERNATING THE DIRECTION OF FLOW.

VIRTUALLY ELIMINATE SIGNALIZED INTERSECTIONS.

CONSTRUCT SURFACE OR ELEVATED PEDESTRIAN CROSSWALKS WHERE NEEDED.

PROHIBIT PARKING ON DOWNTOWN STREETS.

CONTROL AND EVENTUALLY PROHIBIT LOADING AND UNLOADING ACTIVITIES ON DOWNTOWN STREETS.

If the challenging problem of relieving traffic congestion in the Central Business District is to be solved, Metropolitan Dade County must have a unified, improved mass transit system. Needless to say, public transportation has not kept pace with the growth of the community and we now have considerable catching up to do. Mass transit must be an integral part of street and expressway planning.

At present, 38.5% of the people traveling to the Miami CBD do so by bus. While this is a significant percentage, especially since this area has no rapid transit facilities, it is far below Chicago's 67% and New York's 83%. We can not, of course, hope to equal the record of the largest cities, but there are opportunities for improvement. A unified or coordinated bus system, a modern central terminal, correlated schedules, better transfer procedures, more express runs, park-ride facilities and other innovations would undoubtedly make public transportation more acceptable to local residents and tourists. If such improvements are accomplished, it is estimated that by 1985 mass transit facilities will carry 45% of the people entering the core area.

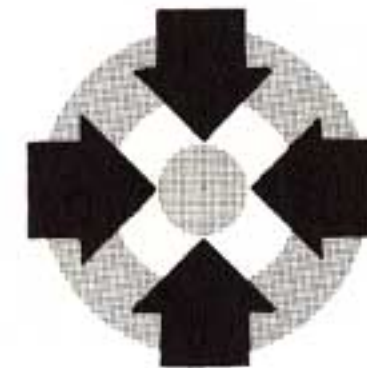
The Magic City Center Plan provides for the construction of a multi-level transportation terminal one block west of the courthouse with direct connections to the downtown expressway ring, five floors of

parking and space for the addition of rapid transit facilities. It will serve as the terminus of all local and inter-city bus routes as well as the CBD shuttle buses which will transport people around the core area free of charge. The relatively small size of the central city and the proposed non-stop street system will contribute greatly to the efficient and economic operation of such a shuttle service.

As the population of Dade County continues to increase and urban development becomes denser and more widespread, the need for some kind of rapid transit system to supplement private and public transportation facilities will become critical. Such a system might well extend beyond County boundaries and link all of the communities of the Gold Coast from West Palm Beach to Homestead. Recommendations as to the specific type of rapid transit must be left to future studies.

The problem in a nutshell is that the number of people entering the Miami Central Business District by public carrier must be increased if that area is to achieve its full potential growth. The value of mass transit cannot be over-emphasized. The tremendous costs of maintaining a completely auto-dominated transportation system can eventually exceed a community's ability to support it and ultimately result in chaotic traffic conditions. This must not happen in Dade County.

MASS TRANSIT



STAGING THE TRAFFIC PLAN

PHASE ONE 1960-1965

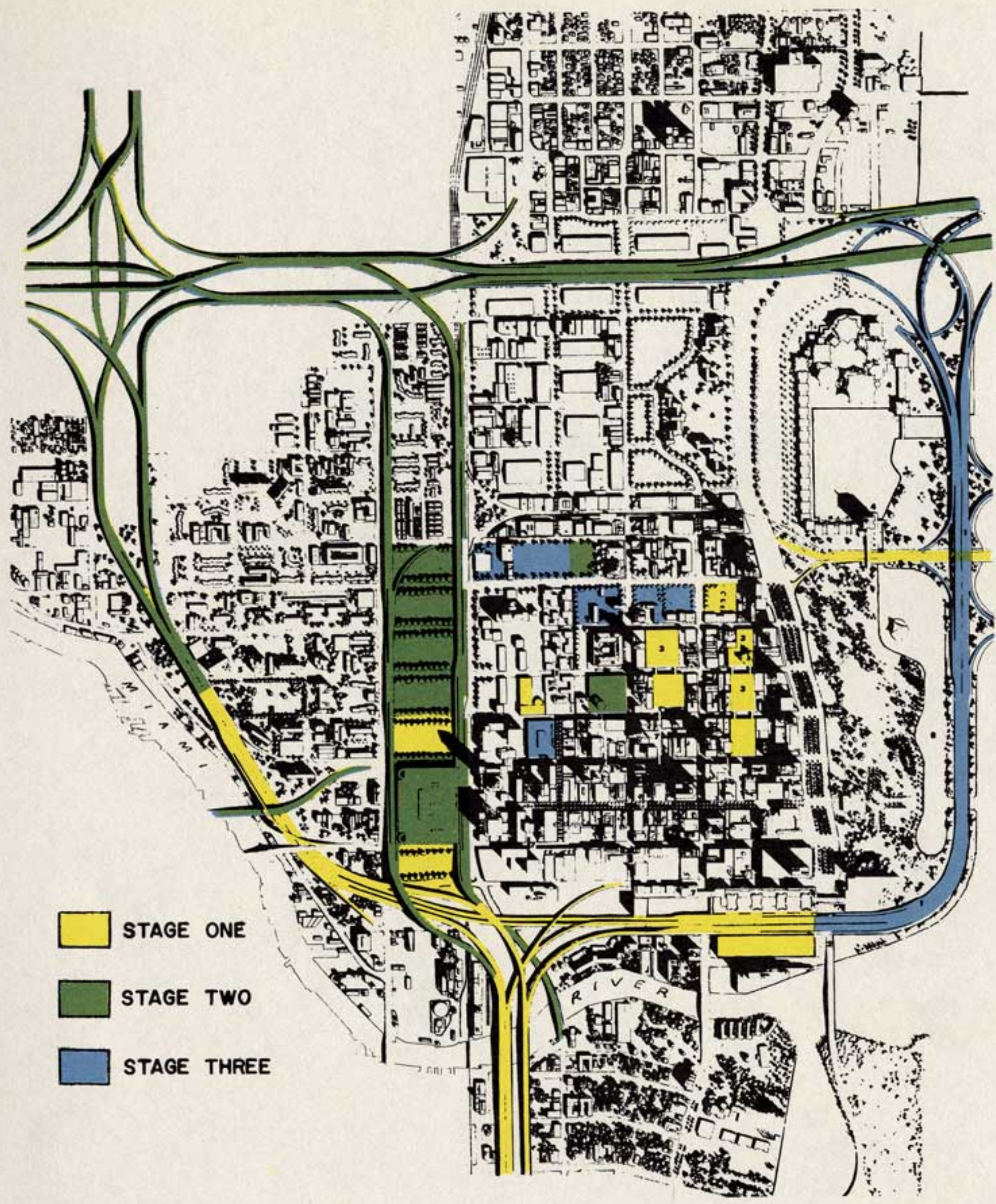
- Begin construction of CBD Expressway Loop
- Develop off-street parking lots under expressway and on west fringe of CBD
- Remove FEC Railroad station
- Rebuild Flagler Street and South First Street bridges over the Miami River
- Extend West First Avenue through CBD
- Convert North Fifth and North Sixth Streets to one-way thoroughfares
- Reverse traffic flow on South First and South Second Streets
- Restrict truck loading in the CBD
- Construct port causeway to Dodge Island

PHASE TWO 1965-1975

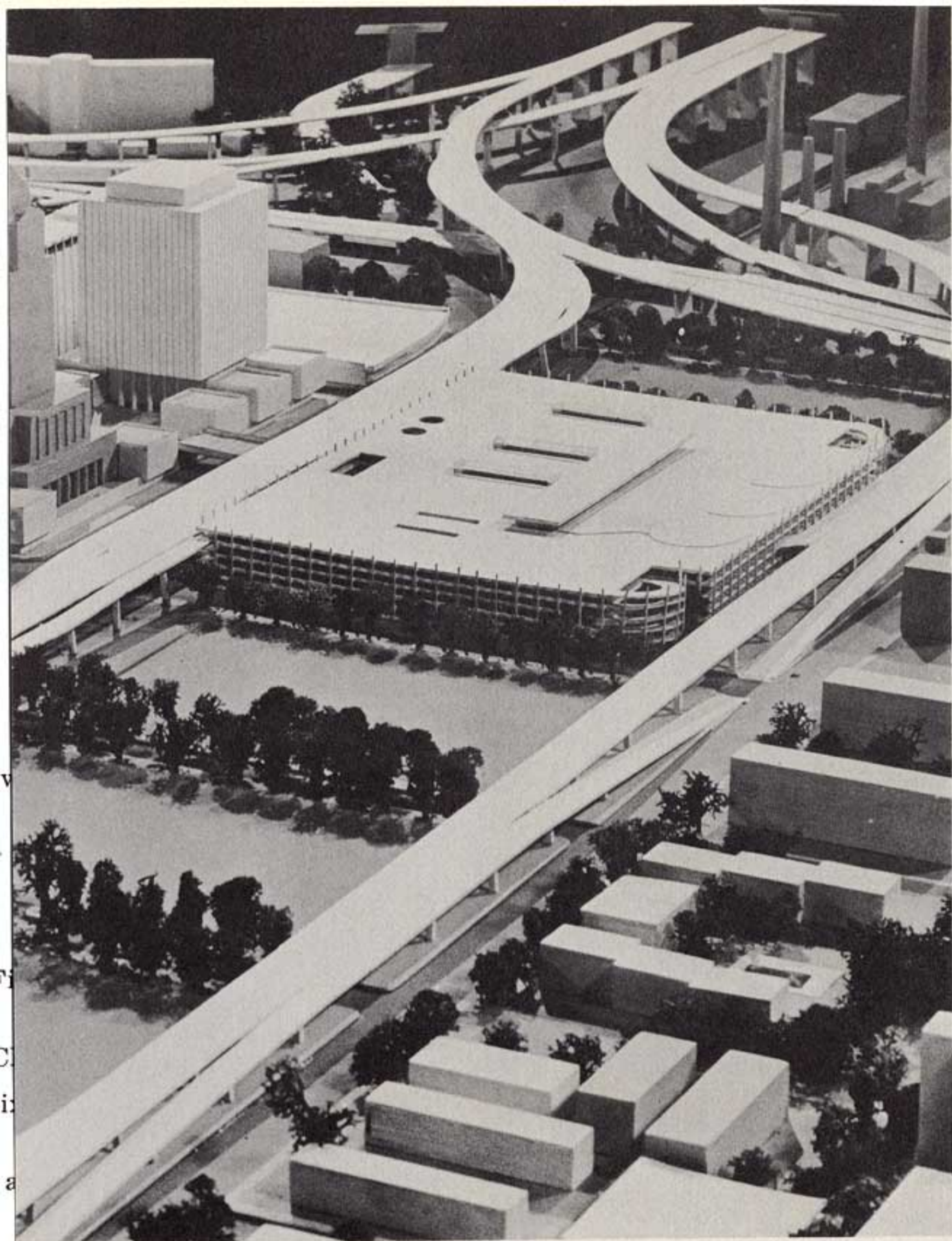
- Construct East-West Expressway and distributor laterals
- Connect West First Avenue to South Miami Avenue
- Rebuild Miami Avenue bridge over the Miami River
- Connect North First Street to Flagler Street bridge
- Initiate CBD street circulation plan
- Construct transportation terminal
- Construct expressway ramps to North and South First Streets
- Provide off-street parking areas between East First and Second Avenues
- Reconstruct West Second Avenue
- Connect West First and Second Avenues to North Miami Avenue

PHASE THREE 1975-1985

- Construct Bayshore Drive
- Complete off-street parking facilities in CBD



- STAGE ONE
- STAGE TWO
- STAGE THREE



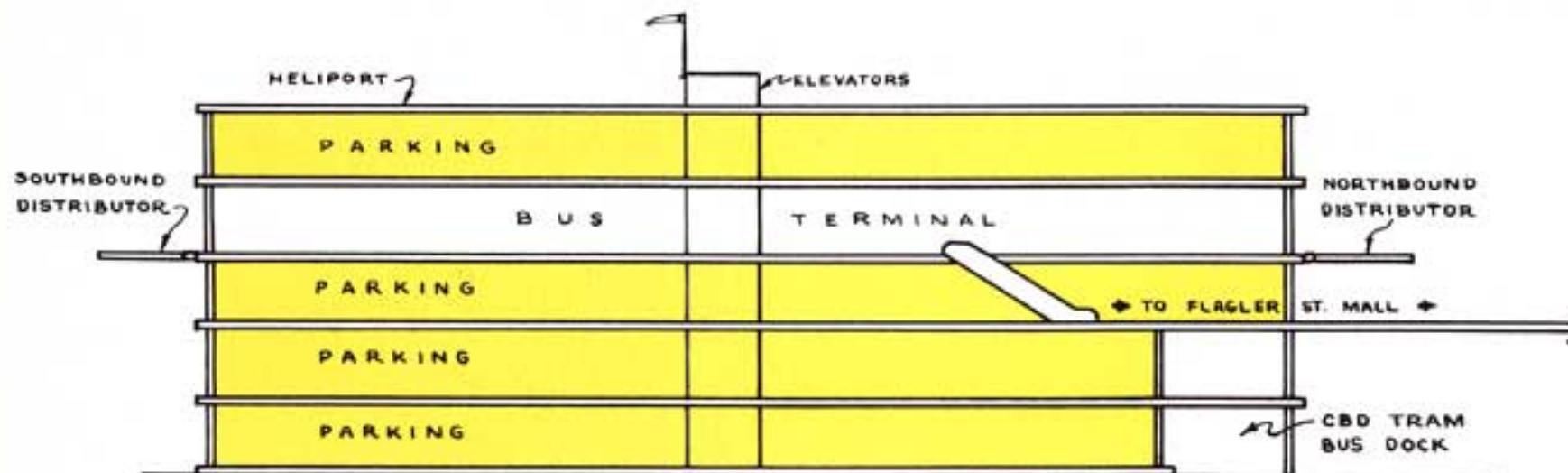
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TRANSPORTATION CENTER

The construction of a modern, central transportation center is a must if traffic congestion in downtown Miami is to be eliminated. Such a terminal is proposed as a key facility of the Magic City Center Plan for the revitalization of the CBD. The scale model of the core area as it could appear in the year 1985 tentatively locates the huge terminal due west of the existing Courthouse between parallel distributor ramps of the downtown expressway loop. Although the construction of a transportation center should await the completion of the loop, in the interest of economy the site should be acquired as soon as possible. The land could be cleared immediately and used for off-street parking until construction could begin.

As shown in the diagram below, the pro-

posed facility is a multi-storied structure providing parking for a total of 1500 cars on five levels. The fourth level houses the bus terminal and related commercial activities and connects directly with the expressway distributor ramps. There is space for the addition of rapid transit facilities on the ground level and a heliport on the roof. The off-street parking accommodations would serve the government center, described on page 42, and other office and commercial activities in the vicinity. In fact, if the need for terminal and parking facilities in that part of the core were to become critical, the first two or three stories could be built prior to the completion of the expressway loop.



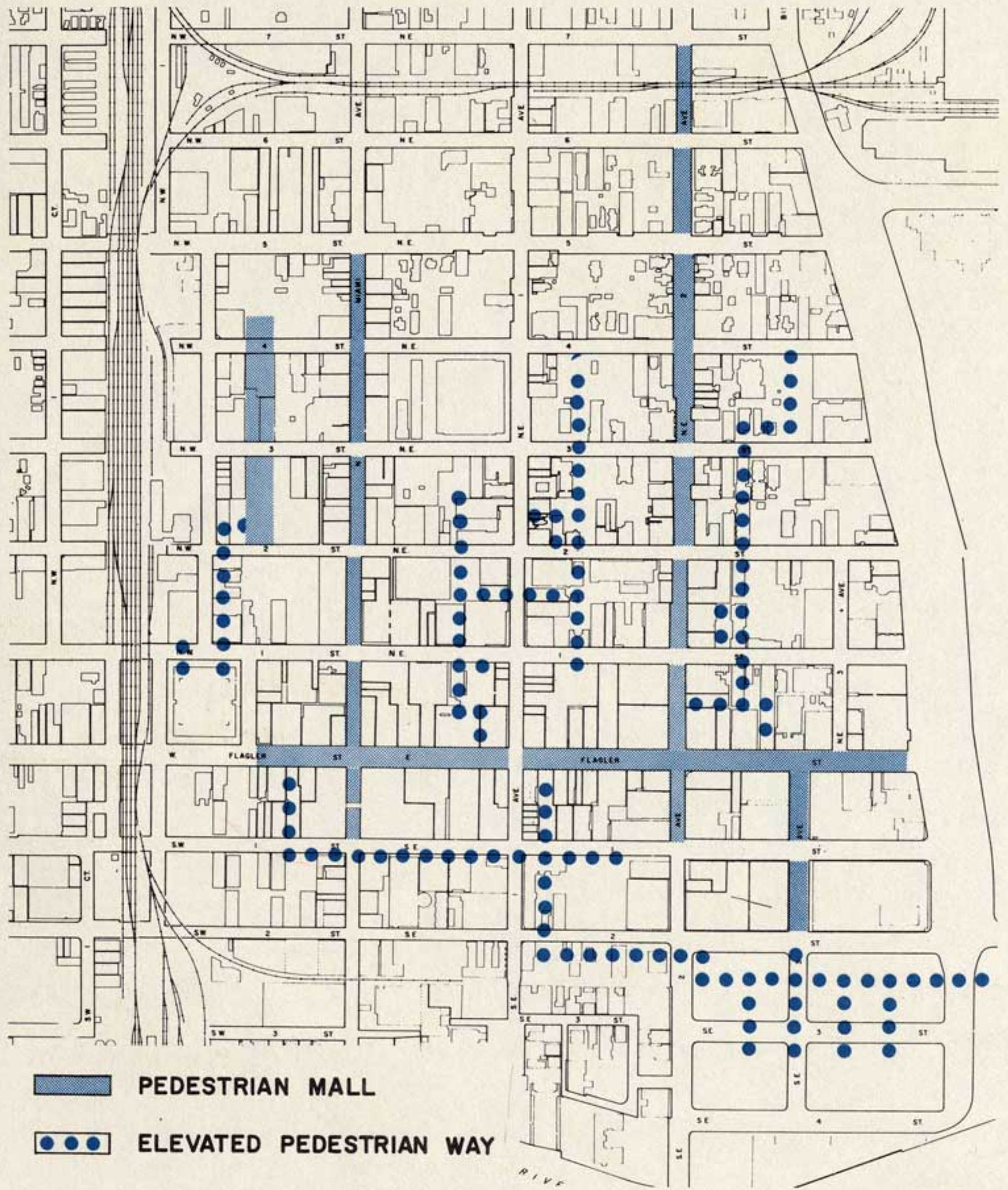
PEDESTRIAN CIRCULATION

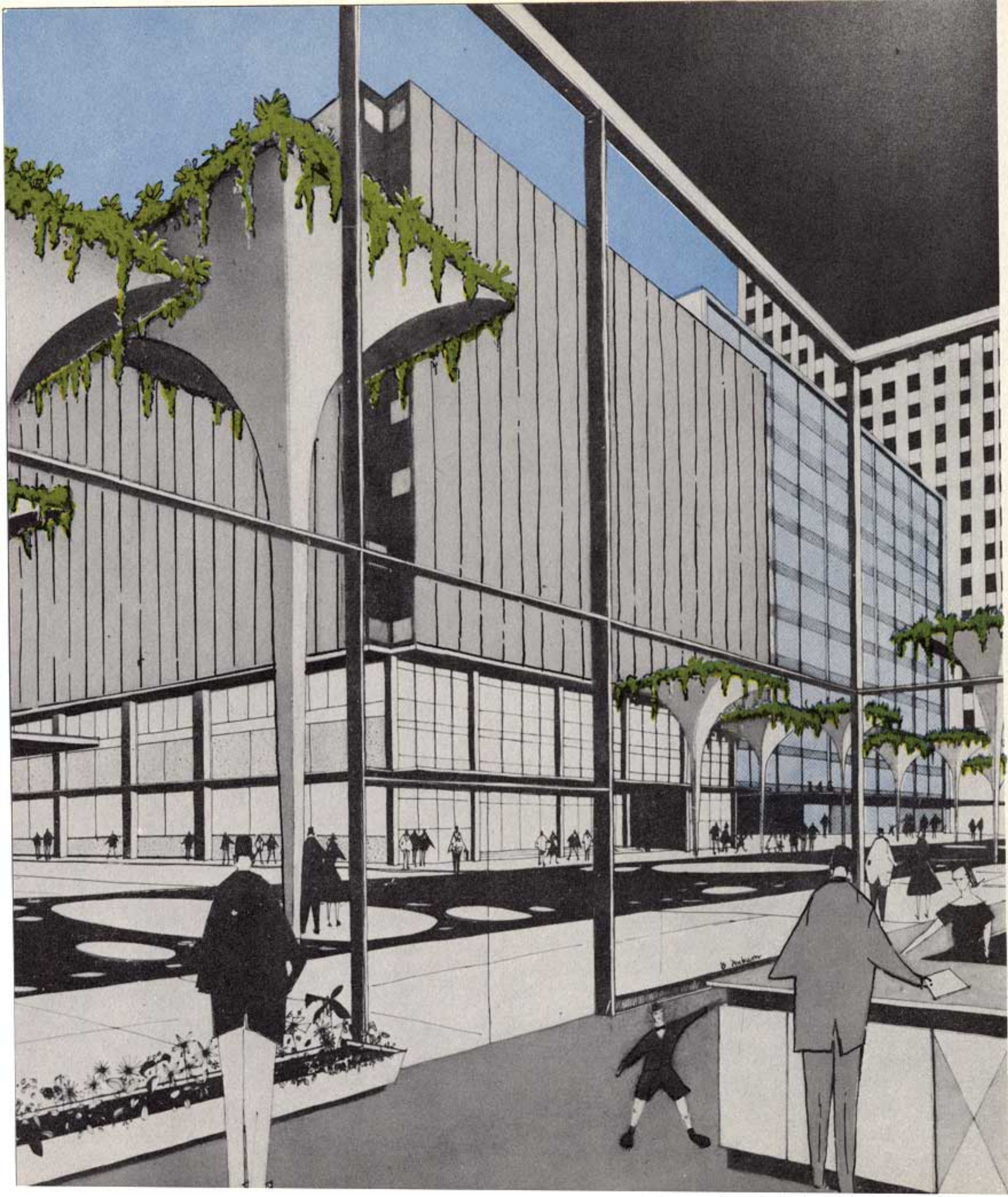
The time has come to start treating the downtown pedestrian with at least as much consideration as we give the automobile. The present physical layout of the Miami Central Business District appears to have developed with the intention of discouraging ambulatory movement instead of facilitating it. The CBD has become a teeming, formidable obstacle course where harried foot travelers are forced to run a motorized gantlet of scrambling vehicles. Where are the attractive, tree-lined avenues so conducive to safe and leisurely shopping? They may exist in some of the smaller surrounding communities, but not in the downtown section of Miami.

Cars should be a means of getting to and not around the core area. The shopper, or person on other business, should be able to park within a few blocks (not more than two or three) of his destination and walk the remainder of the way without having to cross a major street. The Magic City Center Plan provides for such safety and convenience. It urges the complete separation of pedestrian and vehicular traffic. Motorists will drive via the expressway loop and one-way, through feeder streets to a parking garage or lot near their destination. They will then proceed on foot via ground level malls and a system of elevated walks and plazas to their objective. When the Magic City Center Plan is put into effect, a shopper eventually will be able to walk from the F.E.C. Railroad tracks to Biscayne Blvd. without crossing more than one minor, connector street. Virtually all conflicting traffic movements will be eliminated.

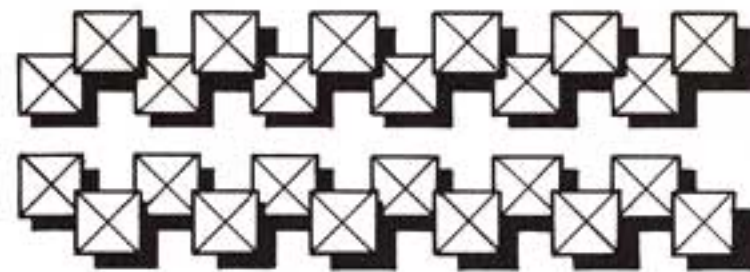
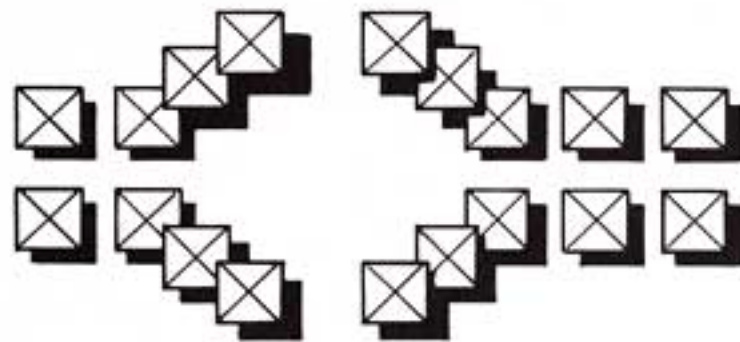
This means that new buildings must be designed for ease of pedestrian access and circulation. Plans must be worked out with owners and operators of adjacent structures regarding the location and heights of elevated bridges and plazas. Foresight, imagination and cooperation will be required. Downtown Miami will become a city of towers and terraces with much movement and activity at different levels. It will have considerably more life, variety, charm, superb views and public appeal. Visiting the CBD will be a convenient, exciting experience.

Let's step into our time machine and spend a day in the Miami Central Business District of 1985. We have had a 12 minute drive from North Miami via the North-South Expressway and have left our car in the parking garage of the transportation terminal just west of the Government Center. We stop briefly in the County Building and then proceed down the Flagler Street shopping mall visiting a number of favorite stores. Two blocks later we ascend to the third floor level to continue our bargain hunting expedition through a number of beautifully landscaped elevated shopping plazas joined by a series of pedestrian bridges. For lunch we stop at a restful looking outdoor restaurant on the fifth floor terrace. It has colorful umbrellas, a lily pool and an inspiring view. In the afternoon we take the CBD shuttle bus to an office tower near the river to conduct some business, after which we return to the transportation terminal via another elevated route. It has been an interesting and enjoyable day completely devoid of the petty irritations caused by traffic congestion.





FLAGLER STREET MALL



One of the most important provisions of the Magic City Center Plan is the conversion of downtown Flagler Street from a primary traffic artery to a pedestrian shopping mall. The new concourse will be a broad, landscaped promenade stretching from the huge, multi-storied transportation terminal on the west to Biscayne Blvd. and Bayfront Park on the east. It will be the "grand avenue" of the Central Business District—the most attractive and important shopping section in the metropolitan area. It will be flanked by large, modern stores and tall office buildings. It will have beauty and dignity.

A colonnade of free-standing, concrete par-

asols of varying heights and groupings will be constructed along the entire length of the mall to provide shelter from sun and rain and create a pleasing, distinctive appearance. The flaring tops of the parasols will serve as planters for tropical shrubs and flowers. At night the concourse will be attractively illuminated with skillfully placed lights in subdued pastel hues. It will have the dramatic effect of stage lighting rather than the brilliant glare of the midway. On holidays such as Christmas and New Year's, and other festive occasions, the Flagler Street Mall will feature colorful decorations and elaborate displays. It will be the showplace of Greater Miami.



MIAMI AVENUE MALL

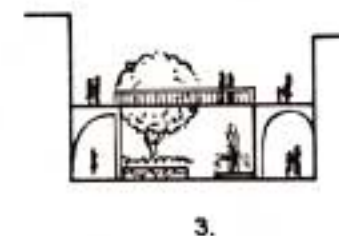
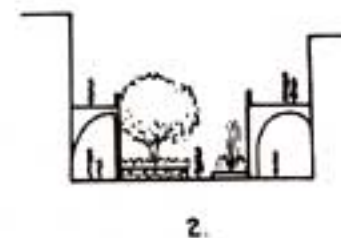
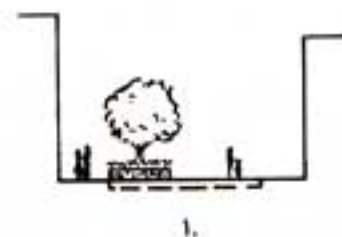
The Magic City Center Plan provides for the construction of a second shopping mall in the downtown area on Miami Avenue from South Second Street to North Fifth Street. It, too, will be a landscaped pedestrian promenade bordered by stores and offices, but it will have a somewhat different character and appeal. It will be less formal and more intimate. The shops will be smaller and offer more specialized merchandise. They will complement rather than compete with the larger more exclusive stores in the downtown area. The Miami Avenue Mall will have a gay, bazaar-like atmosphere as contrasted with the more dignified "Fifth Avenue" quality of the Flagler Street Mall. Shelter will be provided by multi-colored awnings suspended in a checkerboard pattern over portions of the concourse and the area will be attractively lighted at night.

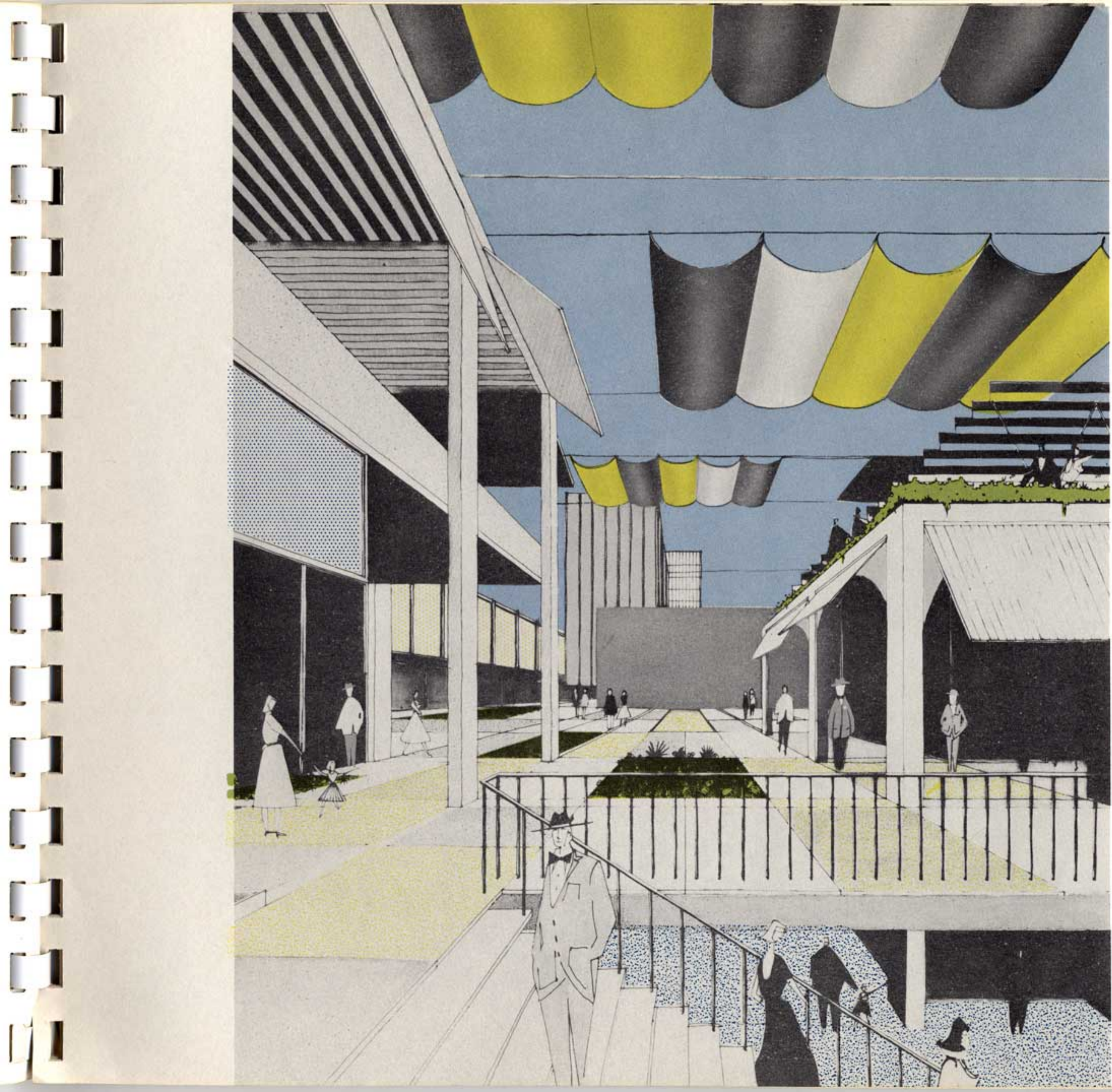
It is conceivable that a Miami Avenue Mall could reflect the sizeable increase in the Spanish speaking population of Metropolitan Dade County. It may develop an ap-

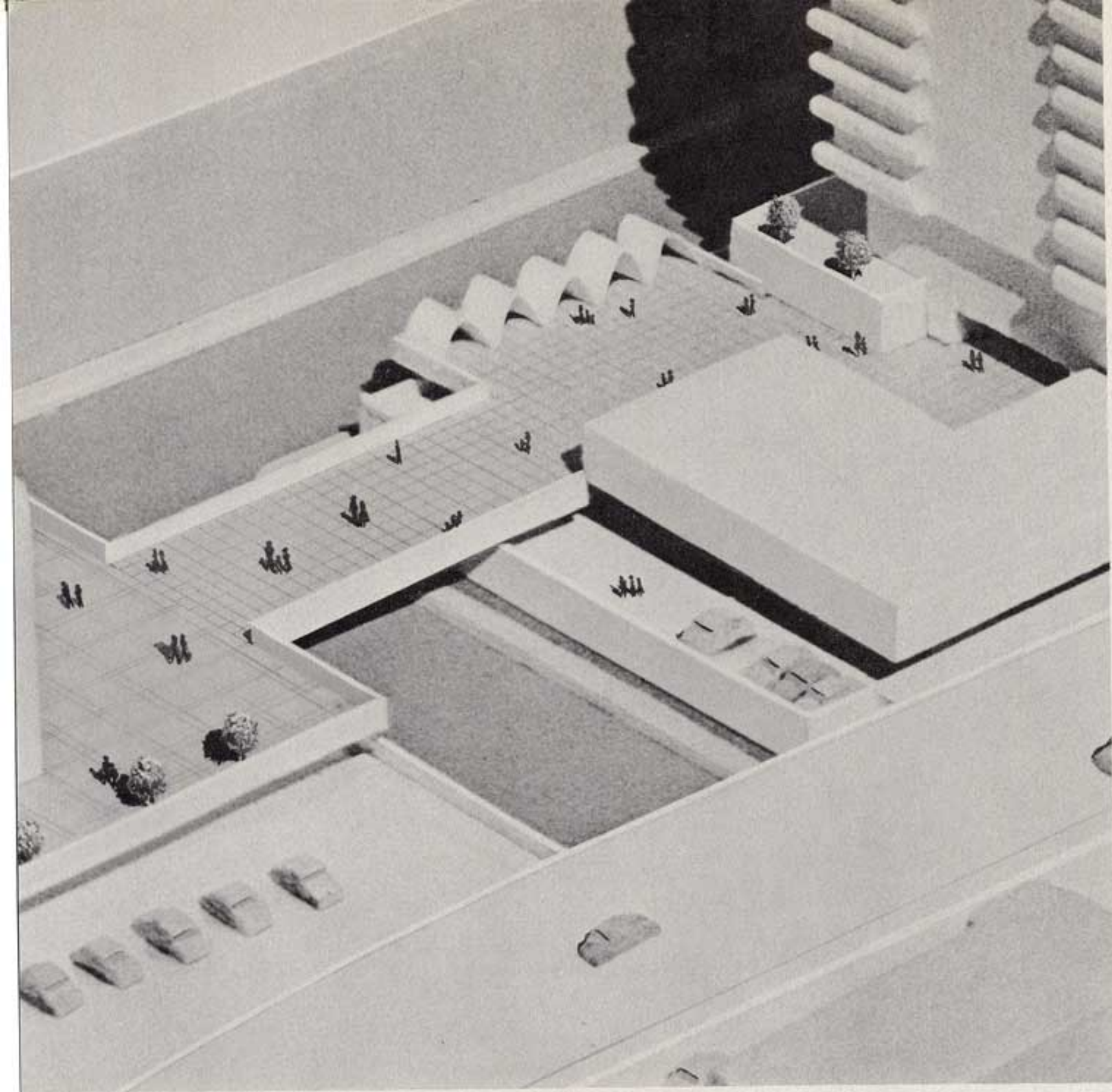
pealing Latin American flavor with good restaurants, stores, theaters, and other activities representative of the cultures of our neighbors to the south. Or it could become a sort of international center where one might purchase anything from a Haitian voodoo doll to a Turkish water pipe. If done properly this could add great charm and variety to the Central Business District.

The Miami Avenue Mall can be developed in the following three stages as illustrated in the sketches below.

1. Replace pavement with landscaped concourse including trees, shrubs, flowers and pedestrian walkways.
2. Remodel building fronts and construct arcades.
3. Construct pedestrian walks over arcades with elevated connecting bridges at regular intervals. Install multi-colored awnings above second floor level.







As stated in the section on pedestrian circulation, one of the objectives of the Magic City Center Plan is to remove all conflicts between ambulatory and vehicular traffic in the Miami Central Business District. Much but not all of the friction will be eliminated by the revision of the downtown street pattern and the creation of shopping malls—both of which are described previously in this report. To make the separation complete, and thus attain the maximum unobstructed flow of each type of traffic, a system of elevated pedestrian walkways is essential.

Such a system will consist of a number of foot bridges spanning streets and malls at strategic locations about 20 feet above ground level. Some may be open with protective railings and some may be enclosed. They will connect major buildings, groups of buildings and elevated shopping plazas. The latter are surfaced and landscaped rooftop areas bordered on one or more sides by stores and/or offices.

In this way pedestrian movement eventually will be completely separated from vehicular traffic within the CBD. Street crossings at grade will be eliminated. The 20 or so feet between the street surface and the overhead bridges will provide ample clearance for the largest vehicles and

two levels of garage parking to serve commercial establishments on the shopping plaza directly above.

In addition to the primary purpose of separating foot traffic from vehicular traffic, an elevated pedestrian system encourages the creation of many attractive open spaces in densely developed areas and thus adds variety and interest to what otherwise would be an overly congested, monotonous business district. Or, putting it another way . . . oases in a desert of concrete and steel. The conversion of rooftops to shopping plazas has the further advantage of increasing the amount of open space in the CBD without reducing the amount of developable land. This means that more downtown land can be developed to yield an economic return without sacrificing desirable open areas.

Last, and not necessarily least, a system of elevated pedestrian walks throughout the Central Business District has certain esthetic advantages. The shopper is escalated out of the smoke, fumes, noise and grime of the streets to the comparatively clean, fresh air of the third floor level. From that height the superb view of the city and the bay beyond will make shopping downtown a pleasing, stimulating experience.

ELEVATED PEDESTRIAN SYSTEM

GOVERNMENT CENTER

The tremendous population growth which Dade County has experienced since the end of World War II has, of necessity, been accompanied by a great expansion of governmental services and responsibilities in the metropolitan area. As a result, government offices are overcrowded and widely scattered. This, in turn, has created serious inefficiencies of operation, inconveniences to the public and much waste.

It is highly desirable that the various units of government (city, county, school district, state and federal) be brought together at one centralized location for the following reasons:

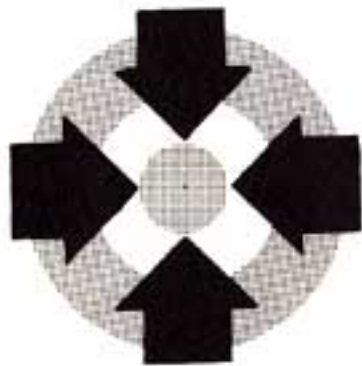
1. Interrelationships of the different levels of government are such that frequent face to face contacts among personnel are essential.
2. Citizens can take care of their government business with a minimum of lost time and effort.
3. Creation of an impressive government center in the CBD will foster citizen pride in the community and its governments.
4. A government center downtown will greatly strengthen the position of the Miami Central Business District as the hub of the entire metropolitan region.

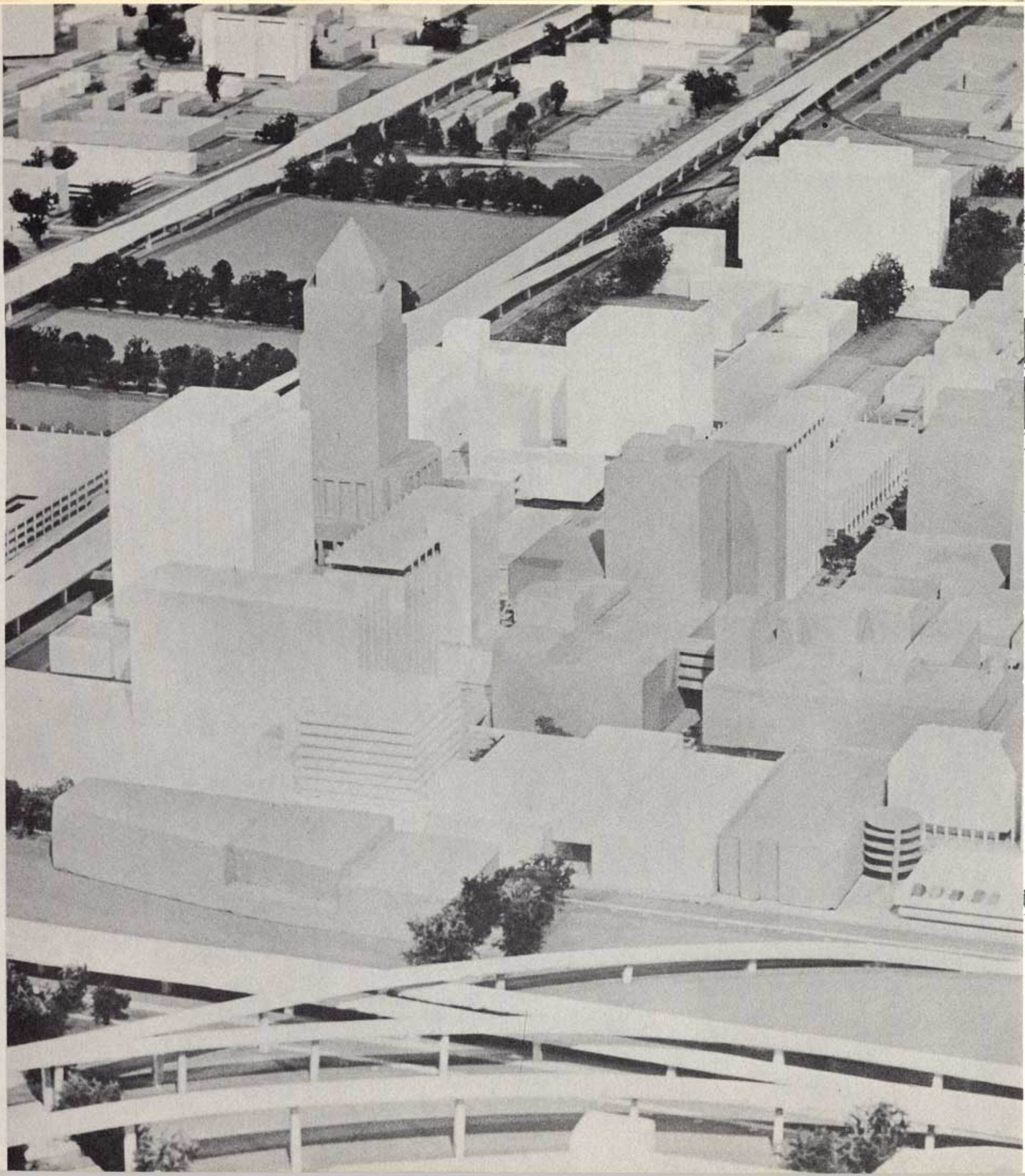
The establishment of a downtown government center is an important part of the Magic City Center Plan. The proposed site covers an area one block wide and six blocks long. It flanks the County Courthouse and extends from the F.E.C. Railroad tracks to West First Avenue and from S.W. First Street to N.W. Fifth Street. A detailed, comparative study of six possible sites was made

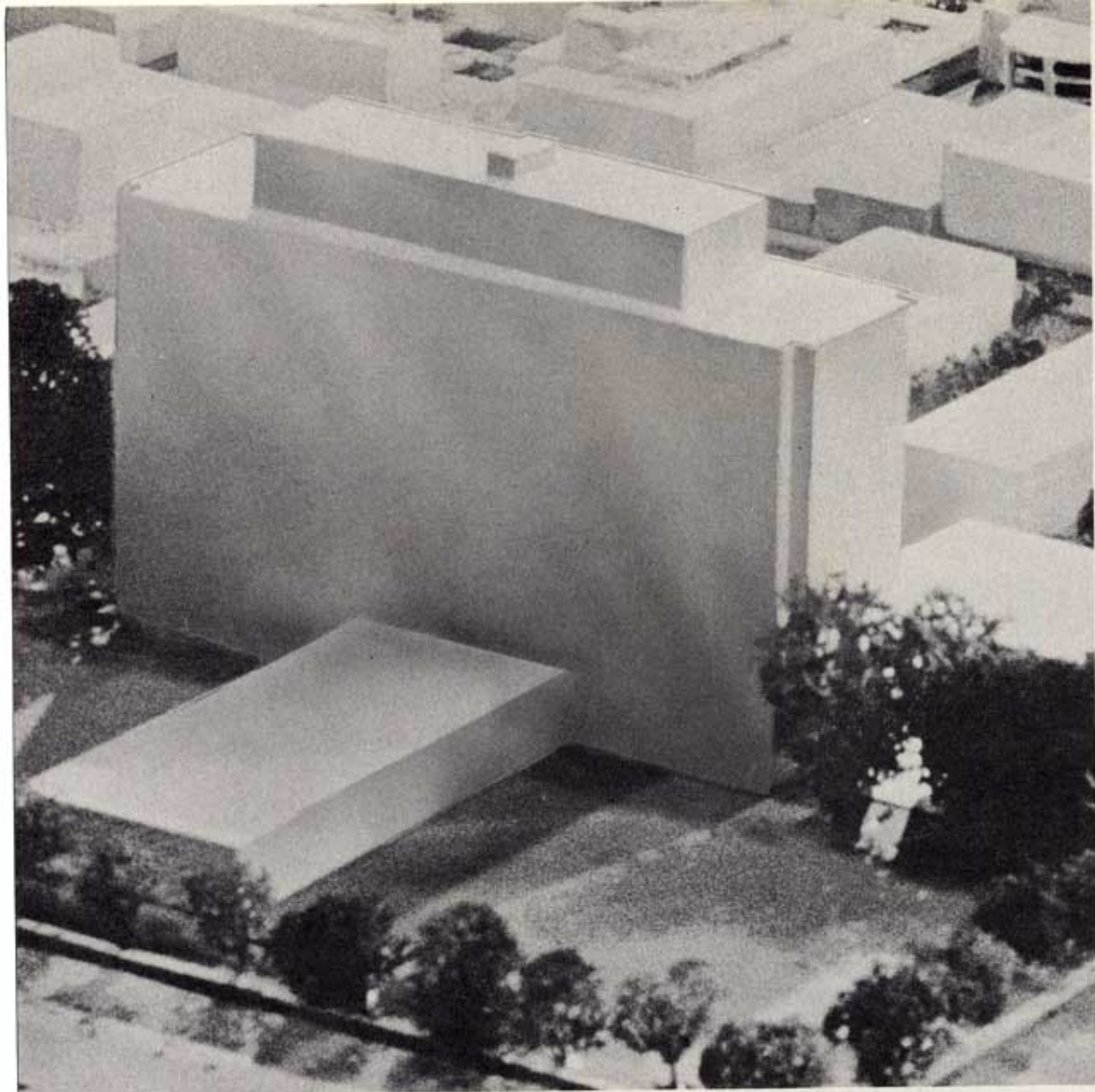
last December and the Courthouse area was selected for the following reasons:

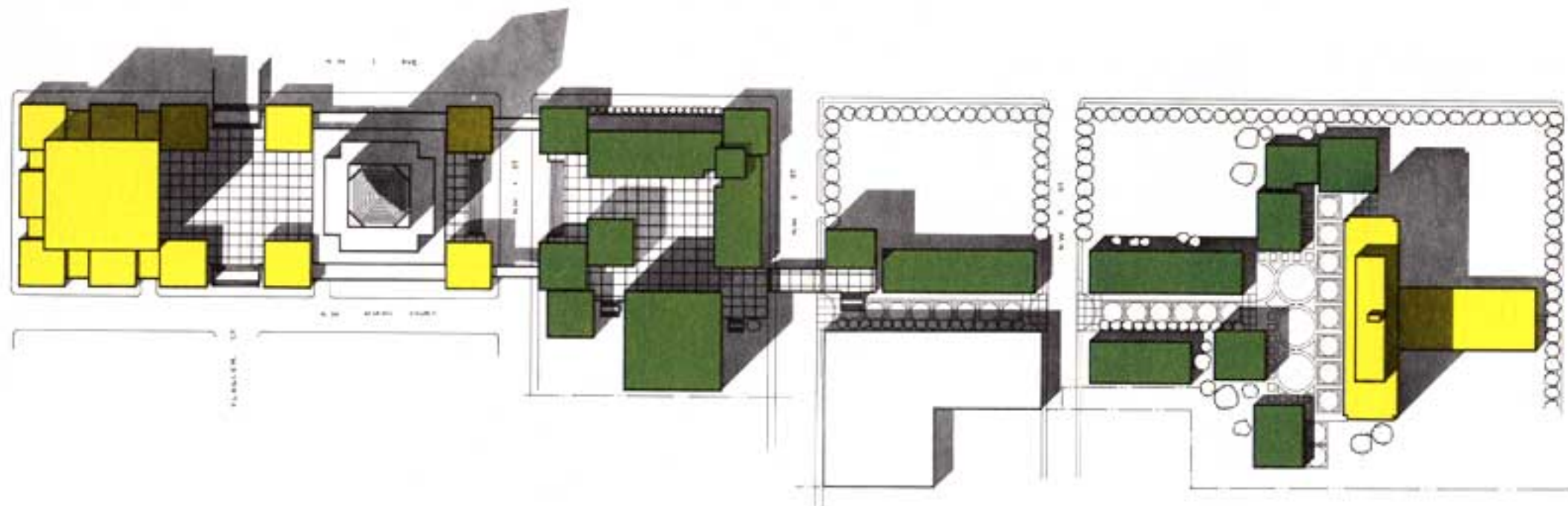
1. Abandonment of the existing Courthouse, long a symbol of government in the County, would be unwarranted and prohibitively expensive.
2. Property values east of the Courthouse rise steeply making development in that direction very costly. A narrow strip extending north and south of the Courthouse contains the most reasonably priced land east of the F.E.C. Railroad tracks.
3. The proposed site is becoming blighted. Creation of a government center will upgrade the northwest sector of the CBD and stabilize surrounding property values.
4. The site is very near the proposed transportation terminal which will house modern mass transit and off-street parking facilities and perhaps eventually rapid transit. It is easily accessible by bus, expressway and arterial streets, and it is within walking distance of downtown commercial activities.
5. An all-inclusive government center on the selected site will bring much needed new vitality to the entire Central Business District.

Although it will be several years before all of the governmental units in Dade County can be brought together at one, central location, the site should be acquired now. Development can proceed gradually, a building at a time. It is not unrealistic to hope that those agencies presently housed near Jackson Hospital can be relocated eventually and the existing structures utilized for the inevitable expansion of medical facilities.

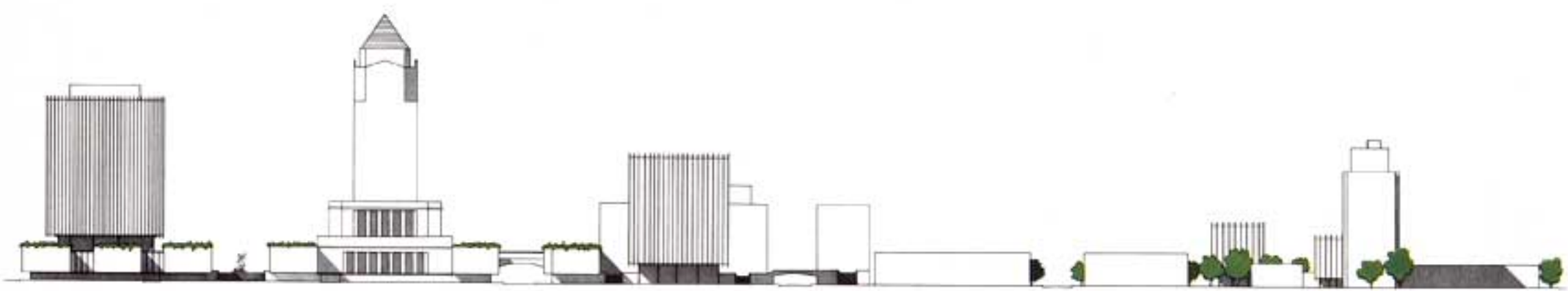








STAGE ONE STAGE TWO



EAST ELEVATION GOVERNMENT CENTER

BAYFRONT PARK

Bayfront Park, as the "front yard" of downtown Miami, is an attractive and valuable complement to the CBD. Its only shortcoming is that it is not fulfilling its maximum potential. The Magic City Center Plan provides for the improvement of Bayfront Park and the greater utilization of its facilities. Landscaping will be expanded to include more colorful and exotic plantings, fountains, reflecting pools and beautiful statuary. A new off-shore bandshell will replace the present structure and an outdoor amphitheatre will be constructed on the slope of a man-made hill.

When the Bayshore Connector Expressway (see page 31) is constructed, the city yacht basin and boat docks will be relocated on the south side of the new seaport scheduled to be built on Dodge Island.

If properly planned and landscaped, Bayfront Park can be developed into a beautiful tropical garden which, like Villa Viscaya and Fairchild Gardens, can become a major tourist attraction of this area. It can serve as the focal point for many varied activities and local events the year around.

Situated between the central core and the proposed cultural center described on the following page, the park will occupy a strategic location in the Miami Central Business District of the future. It will fulfill an urgent need for a place of quiet and restful beauty where shoppers and business people alike can take time out from their busy schedules and the hustle and bustle of modern living to relax, if only for a moment, amid the serenity of nature.



CULTURAL AND TRADE CENTER

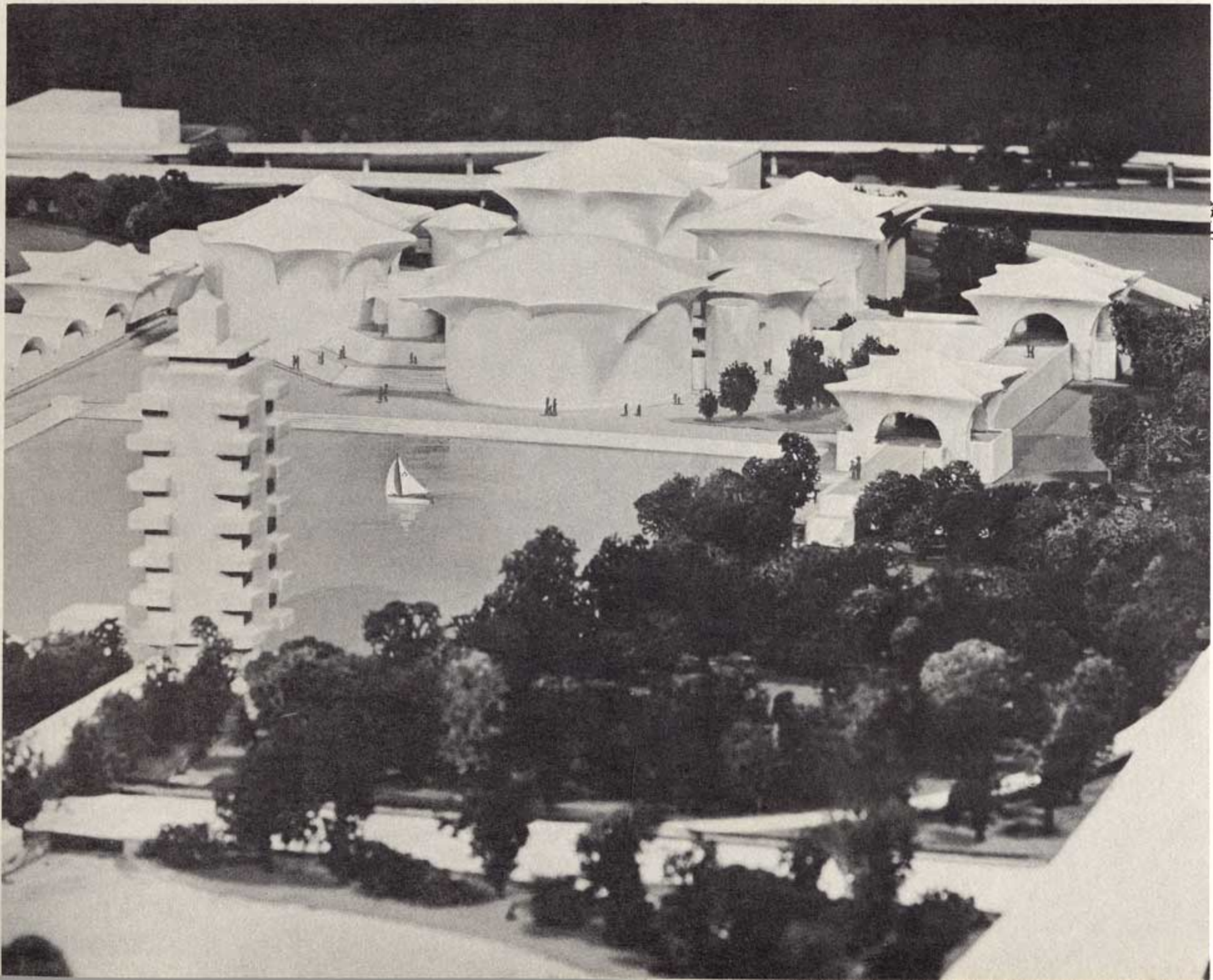
At present the rather limited cultural facilities of Dade County are scattered haphazardly throughout the metropolitan area with the largest concentrations in the Southwest Miami-Coral Gables section and Miami Beach. Merely reaching them requires considerable time and travel. There is no one place, centralized or otherwise, where a person can visit a museum, an art gallery, see a play, or enjoy a concert or a ballet.

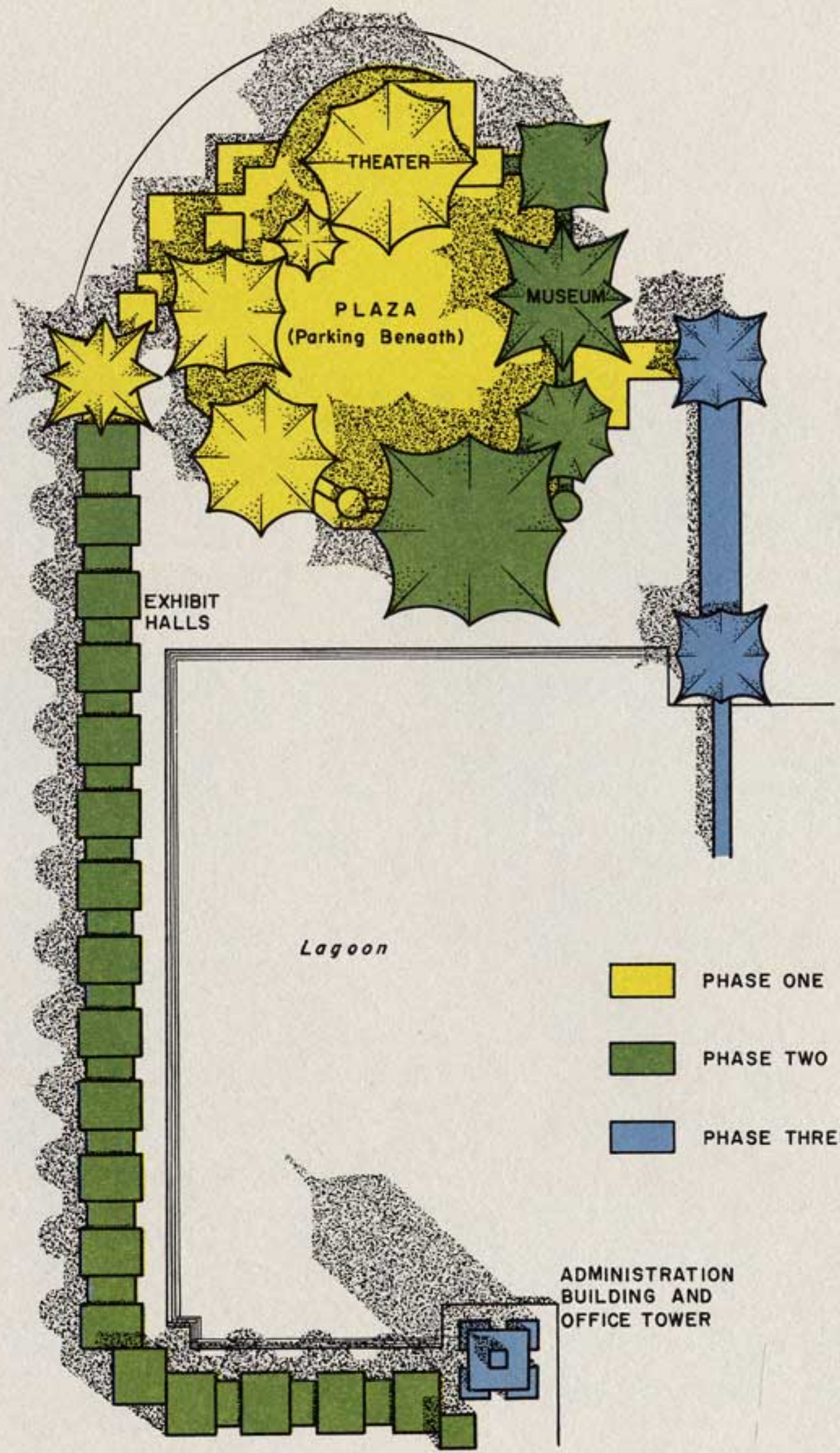
The Magic City Center Plan provides for the development of a cultural and trade center on the thirty-six acre site of the present Port of Miami after construction of the new seaport on Dodge Island is completed. As shown in the drawing on page fifty, the proposed hub of cultural activities will be built around a rectangular lagoon which connects with Biscayne Bay. The grounds will be beautifully landscaped and will have much the appearance of adjoining Bayfront Park. The cultural center complex will be composed of a group of buildings of varying sizes clustered about a large, circular public plaza. The group will include a music hall and a

number of galleries and museums. The plaza will be on the second floor level and will actually be the roof of a large exposition hall at ground level. The first floor of each of the buildings in the circular complex will connect directly to the main exposition area and will serve as a separate meeting or display room. As shown in the drawing, the upper floors of the buildings also are connected by elevated crosswalks to provide easy and convenient access from one gallery or museum to another.

The development of a cultural and trade center on the existing port site will have the following desirable effects on the surrounding area:

- It will benefit the northeast section of the CBD around Jordan Marsh and Sears, Roebuck and Company.
- It will encourage the construction of high rise apartments west of the proposed center.
- It will help insure the continued public use of Bayfront Park.







EAST ELEVATION OF CULTURAL AND TRADE CENTER

The trade center part of the project will take the form of a row of one story, connected structures bordering the lagoon on the west and south sides and terminating in a multi-story administration tower. This series of smaller buildings will house exhibits of foreign products for informational and sales order purposes. It will be a place where buyers for American firms can meet with the representatives of foreign manufacturers and growers to view samples of merchandise and discuss international trade arrangements.

The selected site has the advantage of being near the Central Business District and the new seaport on Dodge Island. It should be reasonably close to both. The plan provides spacious parking areas for all cultural and trade center activities.

As indicated on the drawing, development of the center can take place in a series of phases covering a period of several years. Progress will be determined by the need for the facilities and the availability of funds.

URBAN RENEWAL

Usually people are surprised to discover that the beautiful resort city of Miami has blighted and dilapidated areas—some of which are on the very fringe of the Central Business District. The process of decay started in those areas many years ago and now has penetrated dangerously close to the heart of the CBD. If efforts to pump new economic life into the downtown core are to succeed, these budding slums must be demolished and new commercial and residential enterprises must rise from the debris.

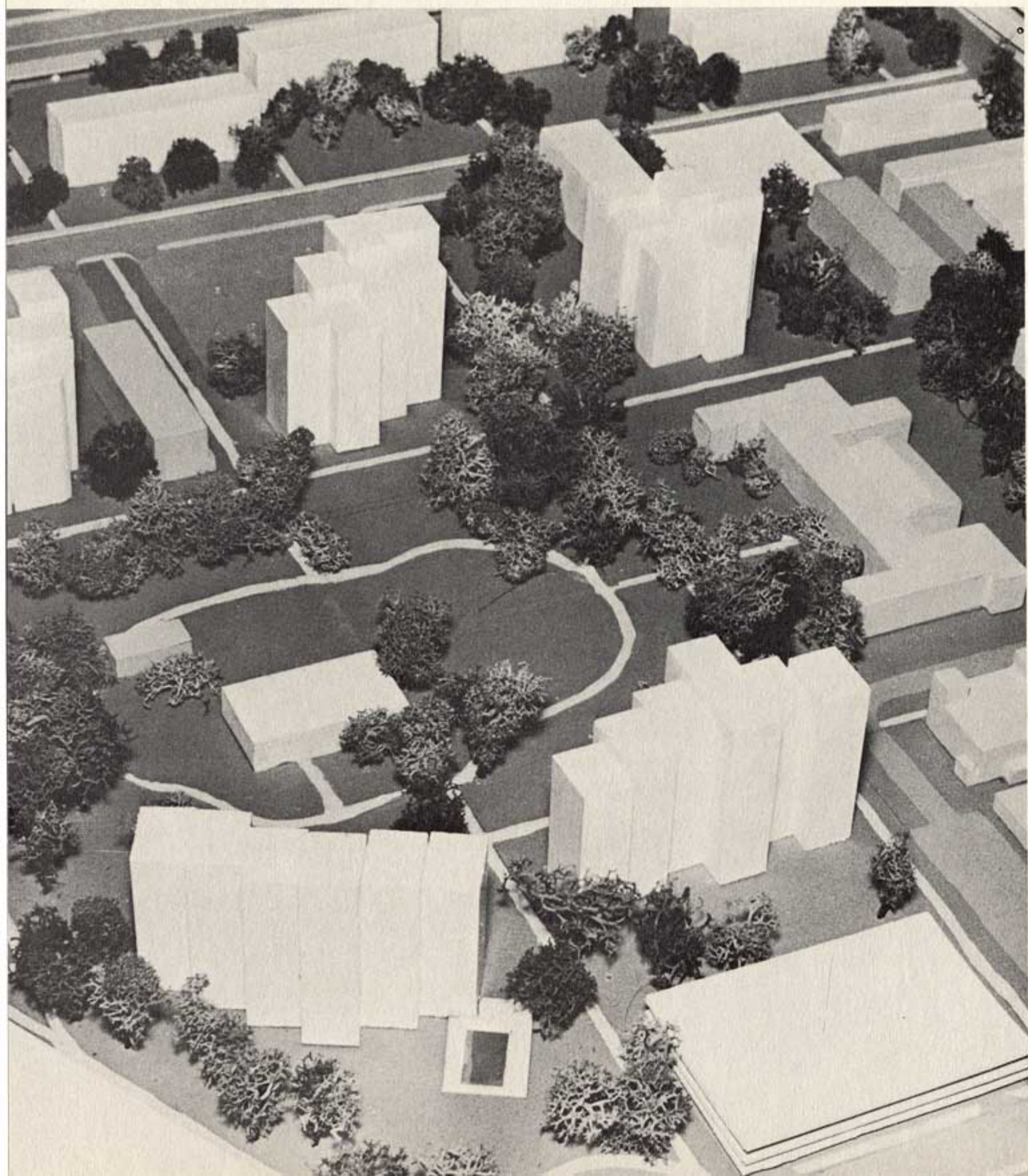
The Magic City Center Plan provides for the redevelopment of these blighted areas through the process of urban renewal—an established procedure involving the close cooperation of local and federal governments. Briefly, the program calls for the purchase of blighted properties at fair market value, the rehabilitation of those which are economically salvable and the demolition of those which are not, the sale of cleared land to private interests and

the subsequent redevelopment of those properties.

The section of the CBD most likely to qualify for federally assisted urban renewal lies west of the FEC Railroad tracks and north of North Fifth Street. In all probability that section will be redeveloped as part of a larger project area extending perhaps to North 20th or 29th Street.

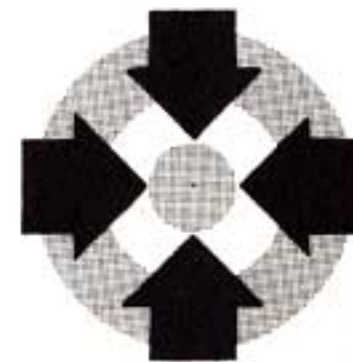
As shown in the photograph of the scale model on page 54, the maze of dilapidated buildings and run down properties in the northwest corner of the Central Business District will be replaced by new commercial structures and high rise multiple dwelling units. Approximately the same density of population will be maintained but under much improved living conditions. There will be far less land coverage than presently exists. Open space, which means air, light, grass, trees, recreation areas, off-street parking, etc., will be more abundant. It will be Miami's first "towers in a park" neighborhood of the future.





The removal of urban decay from the downtown fringe will not only increase the value of adjacent properties substantially; it will create a new look for the northwest section and upgrade the entire CBD. Added to other improvements proposed by the Magic City Center Plan, such as the new government center, the transportation terminal and the expressway distributors, the renewal of the "blighted corner" will complete the transformation of at least that part of the core into the "city of tomorrow" and hasten the rehabilitation of the remainder of the area into the business and shopping capital of the Gold Coast.

Now that the State Supreme Court has opened the door to federally assisted urban redevelopment in Florida and Metropolitan Dade County has adopted a local urban renewal ordinance, preliminary planning for the first project can begin. Prerequisites in the form of a workable program for the elimination of slums and blight in Dade County have been approved by the Housing and Home Finance Agency of the federal government and the County Planning Department is presently preparing an application for an advance of federal funds for planning purposes. It appears that CBD revitalization and urban renewal will soon join forces to rid our community of substandard conditions.



STAGING THE PLAN

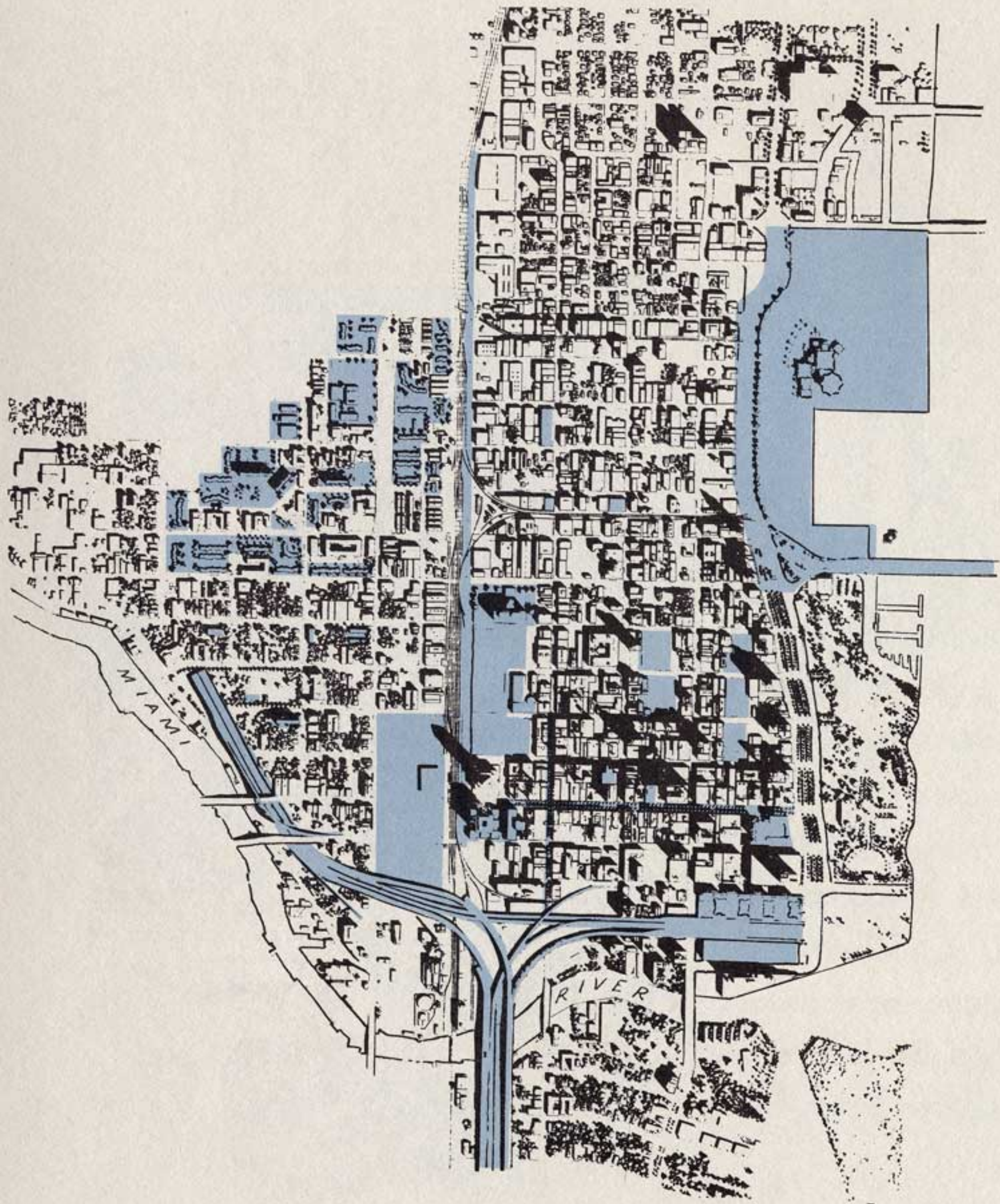
To facilitate the revitalization of the Miami Central Business District over a 25 year period, the Magic City Center Plan is divided into three successive stages as follows:

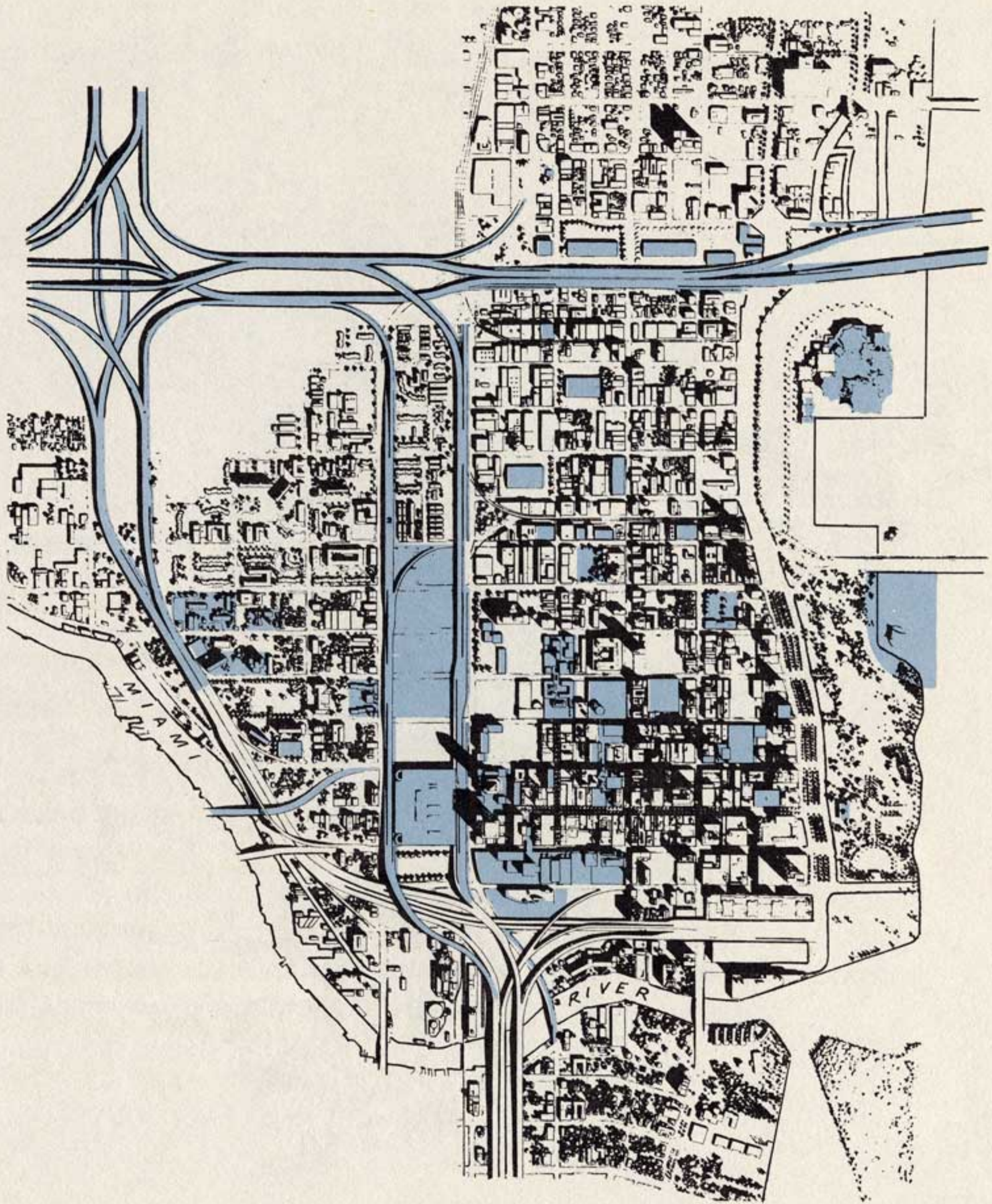
- Stage one — 1960 to 1965
- Stage two — 1965 to 1975
- Stage three — 1975 to 1985

The projects listed below are in addition to the improvements proposed in the three stages of the traffic circulation plan on page 30 of this report.

STAGE ONE

1. START ACQUISITION OF LAND FOR PUBLIC PROJECTS.
2. BEGIN CONSTRUCTION OF GOVERNMENT CENTER.
3. BEGIN CONSTRUCTION OF DUPONT PLAZA OFFICE AND COMMERCIAL COMPLEX.
4. PREPARE SITE FOR DEVELOPMENT OF CULTURAL AND TRADE CENTER.
5. REVISE LOADING AND UNLOADING PATTERNS FOR CBD COMMERCIAL ACTIVITIES.
6. CONSTRUCT MIAMI AVENUE MALL.
7. WIDEN SIDEWALKS ON FLAGLER STREET AND PREPARE FOR CONSTRUCTION OF MALL.
8. START REDEVELOPMENT OF BLIGHTED AREAS WITHIN THE CBD.
9. EXTERIOR AND INTERIOR RENOVATION OF DOWNTOWN BUILDINGS TO BE REHABILITATED.
10. CONSTRUCT ADDITIONAL OFFICE AND COMMERCIAL SPACE THROUGHOUT CBD.



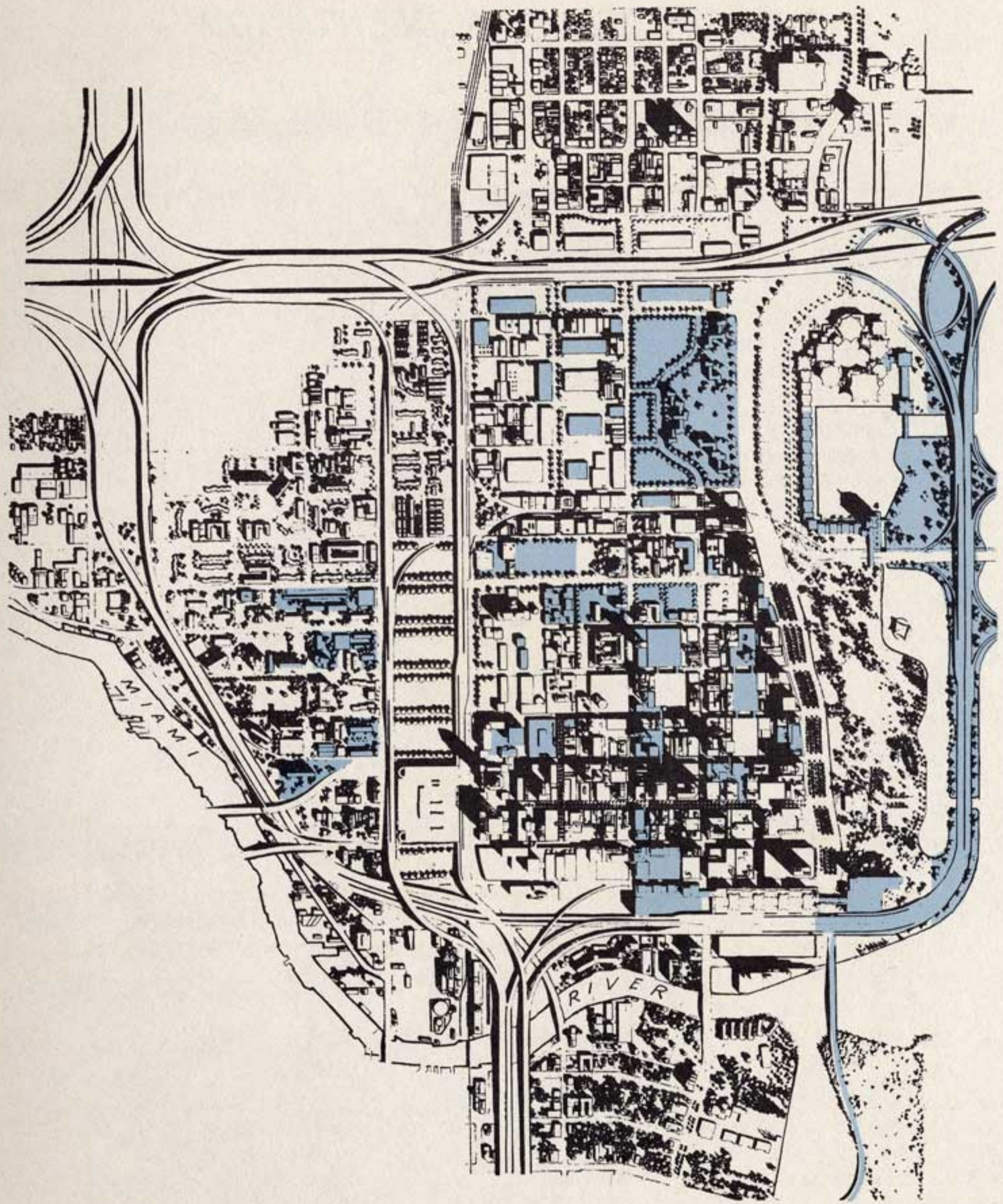


STAGE TWO

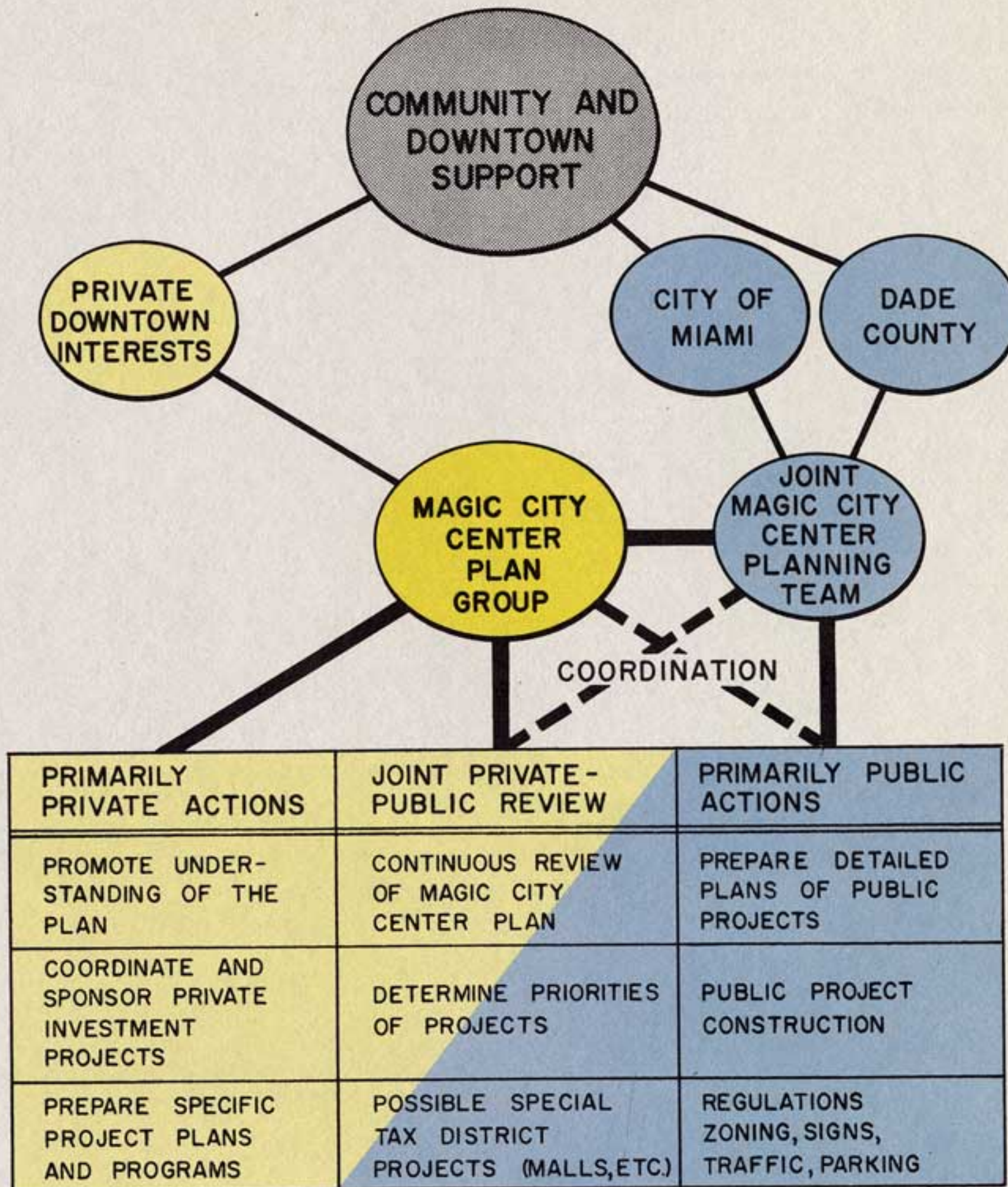
- 1. COMPLETE LAND ACQUISITION PROGRAM.**
- 2. CONTINUE CONSTRUCTION OF GOVERNMENT CENTER.**
- 3. CONTINUE CONSTRUCTION OF DUPONT PLAZA COMPLEX.**
- 4. BEGIN CONSTRUCTION OF CULTURAL AND TRADE CENTER.**
- 5. RELOCATE CITY YACHT BASIN AT NEW PORT SITE ON DODGE ISLAND.**
- 6. IMPROVEMENT OF BAYFRONT PARK.**
- 7. CONSTRUCT FLAGLER STREET MALL.**
- 8. COMPLETE REDEVELOPMENT OF BLIGHTED AREAS WITHIN THE CBD.**
- 9. CONTINUE RENOVATION OF DOWNTOWN BUILDINGS.**
- 10. CONSTRUCT ADDITIONAL OFFICE AND COMMERCIAL SPACE THROUGHOUT CBD.**

STAGE THREE

- 1. COMPLETE CULTURAL AND TRADE CENTER.**
- 2. COMPLETE RENOVATION OF DOWNTOWN BUILDINGS.**
- 3. CONSTRUCT ADDITIONAL OFFICE AND COMMERCIAL SPACE THROUGHOUT CBD.**



SUGGESTED IMPLEMENTATION OF THE MAGIC CITY CENTER PLAN



Once the Magic City Center Plan for the revitalization of the Miami Central Business District has been approved by downtown business interests, government officials and the community in general, the crucial question of implementation must be resolved. Much work remains to be done organizing an effective implementation program.

The CBD cannot achieve its maximum potential through piecemeal or short-range "magic cures" and promotional stunts. Sustained efforts and long-term, substantial investments by both private business and local government will be required. One without the other will not do the job. Certain needed improvements will have to be financed with private funds, others will require sizeable public expenditures. It is a project that will demand extremely close cooperation and coordination between business and government.

In implementing a CBD redevelopment plan, there are certain things that can best be accomplished by a private group. These include organizing and maintaining the support of local business, coordinating the efforts of private enterprise and government and the various subgroups in each field, providing liaison, obtaining financial backing for the projects which make up the plan and promoting the redeveloped area. Government agencies have neither the budgets nor the staffs to take on the

entire job. Indeed, considering their responsibilities to other segments of the population, they would not be justified in doing so. It should be done by an independent association of downtown businessmen whose prime objective is the rehabilitation of the CBD. The members of such a Magic City Center Council should be able people with a selfish interest and a sizeable economic stake in the future of the central city. Their motto should be "ACTION" rather than "study". The group may have a total of several hundred members, but the executive board should number no more than 30 or 40 of the most conscientious, dedicated and influential supporters. The Council should have a permanent staff and an executive director.

Since the Magic City Center Plan provides for the expenditure of public funds for expressways, street and bridge construction, traffic and sign controls, zoning, government buildings, park beautification and other improvements, government must participate in plan implementation; however, the major job of coordinating private investments can be handled most effectively by local businessmen acting on their own initiative in their own interests. Government should assist them in every possible way, but private enterprise must carry the ball. Needless to say, widespread community support is essential and developing such support is a vital part of successful implementation.

IMPLEMENTATION OF THE PLAN