

### A. Summary of Strategy

The implementation of the South Andrews Master Plan will require a series of actions to create an effective and positive change in the character and dynamics of the area. These actions will include:

- modifying the land development regulations to allow mixed-use, higher density buildings;
- amending the existing Regional Activity Center that controls the amount of residential development in the area;
- making improvements to the streets, particularly South Andrews Avenue;
- increasing the public/private parking reservoir to meet future demand and upon discussion and consensus by the stake holder's there must be mechanisms and sources to fund improvements in a suggested Master Plan.

Each of the points above is discussed in further detail below. Please note that the North Broward Hospital District (NBHD), the Broward General Medical Center (BGMC), and the Chris Evert Children's Hospital (CECH) have a focus as their primary responsibilities to deliver health care to the residents of Broward County. The entities have expressed a desire to cooperate with the implementation of the South Andrews Avenue Master Plan and will support the redevelopment initiatives within their financial abilities.

### B. Land Development Regulations

The existing land use regulations for the study area are discussed in detail in Section II, Existing Conditions. The zoning regulations are actually quite liberal and permit a wide range of uses at a high level of intensity. Nevertheless, there are a number of regulatory issues that need to be addressed in order to accomplish the goals of the

redevelopment plan. Many of these can be accomplished by establishing an overlay district that includes the appropriate regulations.

There is one overriding factor, however, that has to be dealt with before the overlay can have any real effect. That factor is the number of housing units that will be permitted within the district. This is a complex matter that is also in a current state of flux. As Broward County continues to confront the magnitude of growth anticipated in the future, coupled with an imminent build-out of available land in the western portions of the county, policies and attitudes toward infill redevelopment are being re-evaluated. Currently, the possibilities for building additional residential units in the study area are severely limited; in fact, the area is, by one measure, over capacity.

This one point is important enough to merit its own discussion. The ultimate resolution of this issue lies in amending the uses permitted in the existing South Regional Activity Center that includes the entire study area. This process is discussed below in Part C of this Section. Any changes in the regulations would exclude the area zoned as "CF", which is occupied by NBHD and BGMC. The following discussion would not affect the institution. The current zoning regulations in the study area contain many provisions that support many of the redevelopment recommendations, such as the recommendation to construct mixed-use along the South Andrews corridor. However, there are a few suggested changes that are outlined below.

### Outline of Recommended Overlay Regulations

Assuming that additional residential units can be added, the overlay regulations should include the following provisions:

1. Land Use: A broad range of uses is currently permitted, including residential uses. A wide range of commercial

activities should be permitted, especially those that promote high degrees of public interaction, such as retail, entertainment, hospitality, etc. Mixing of different uses in close proximity is a specific goal. No changes are envisioned for medical uses in the CB, B-3 and RO zoning districts.

2. **Density:** Density should be fairly high, on the order of 150 dwelling units per acre for an individual site. Overall density in the study area could be kept to 50 units per acre. Density can be tied to an incentive mechanism that helps to defray the impacts of additional development and to pay for improvements in the area. In principle, it could be structured as follows: establish a baseline density cap of, say, 25 dwelling units per acre (d.u.'s/ac), but allow individual developments to exceed that, up to a maximum of 150 d.u.'s/ac. The additional density is awarded in exchange for other items of value to the redevelopment efforts. These might include public parking, public open space, streetscape enhancements, affordable housing or simply cash payments into a redevelopment fund.
3. **Lot Dimensions:** There are no minimum lot dimensions in the zoning districts. No changes are envisioned.
4. **Setbacks:** Less is more. Front and side setbacks should generally be zero feet, particularly in areas that wish to emphasize street level retail, such as South Andrews Avenue. This is consistent with the historic development pattern. To maintain a consistent façade line along a pedestrian street, buildings should be required to adhere to a “build-to” line. Permitting “stepbacks” for floors above the first is an option for consideration. In addition the area between the public sidewalk and the building should adhere to specific provisions regulating the landscape quality within the setback.
5. **Height:** Height should be limited to that currently permitted by the existing zoning classifications, which permit 150' in the CB and B-3 districts. The South Andrews Avenue study area is located where the FAA must review proposed buildings above certain heights to ensure air traffic safety. The height trigger is 75 feet at the southern end of the study area and rises to 125 feet at the north end. The regulations allow for mid-rise construction throughout the area, but the Master Plan suggests that taller buildings should be closer to downtown and the hospital campus.
6. **Parking:** On-site parking should be placed in unobtrusive locations, generally behind the principal building and at the interior of the block. Parking garages, where abutting a public way, should have occupied space at the ground level. Area-wide management of the parking is highly recommended; this subject alone merits more detailed discussion as covered below in Part E of this Section. An effective parking strategy for the area includes:
  - A streamlined review process for evaluating the parking requirements for a project, providing for administrative staff review in place of a lengthy planning and zoning board approval;
  - New developments should be encouraged to provide curbside on-street parking in as many locations as possible; allowing the abutting use to count that as part of their parking requirement is currently considered in evaluating the parking requirements;
  - Shared parking provisions for mixed-use that take advantage of the differing peak demand times for each use, for example, office and residential; this provision is currently considered in evaluating the parking requirements;

- Mechanisms to shift the placement of parking and to facilitate consolidation into larger pools. The basic mechanism is to allow a “buy-down” of the parking requirement, particularly for smaller property owners, while large properties could get reimbursed for providing public parking in excess of their requirement.
7. Architectural Requirements. These should be fairly permissive, allowing a range of styles and expression. There are several styles in the area that offer strong precedents and which should be encouraged. These include the traditional Florida Mediterranean style of clay tile roofs, stucco walls, and classical massing. Also fairly prominent is the early modern style of simple, planar forms, enhanced with rounded corner elements, projecting slabs over windows, and utilitarian building elements. A variety of other styles would also be compatible. Specific provisions should include:
- Differentiating the street level of buildings by such means as a change in materials, bay rhythm or a cornice line below the upper floors.
  - Recognition of the human scale at the ground level with elements such as stoops, display windows, awnings, and planters.
  - Limited use of flat, undifferentiated surfaces such as curtain walls.
  - No reflective glass at the ground level and sparing use of it elsewhere.
  - Encouraging the use of architectural features such as towers, balconies, arcades, etc.
8. Architectural Details of Frontage: A key objective of these overlay regulations is to control the quality of the building face

addressing the pedestrian environment. While the “build-to” provisions ensure that the building addresses the sidewalk, it is also important that the ground floor frontage is active and interesting to pedestrians. Blank wall space is discouraged, and minimum amounts of fenestration should be prescribed. Other devices such as fountains, public art, innovative landscaping, etc. may be considered. Appropriate use is important in achieving quality frontage, preferred are uses such as retail or civic amenities generally open to the public. Display windows may also be used, and should be encouraged even for uses that would not ordinarily consider them. They can be leased to area merchants and used to reinforce an area-wide theme.

Frontage may also be enhanced by the periodic occurrence of public courtyards opening onto the sidewalk. Courtyard elevations should be treated as street elevations in terms of fenestration, and the court space itself should be used as an active public place, for example, as an outdoor eating/sitting area. The introduction of courts should be limited to 25 to 30 percent of the total façade length, and may be tied to certain development bonuses such as an increase in density.

9. Landscaping. Planting should be concentrated in areas where it can be of use, such as courtyards and pocket parks. Street landscaping should reflect an urban setting, with regularly spaced trees contained in clearly defined zones, formalized planting beds used as accent elements, and hedges to screen elements such as parking, loading areas, etc. Planting should play a supporting role rather than a dominant one. Other elements should be used to enhance the street environment, and should be part of a consistent and coordinated system including light poles, benches, waste receptacles, bicycle racks, and other elements. Street tree varieties should be shade trees,

including live oaks for example, along the pedestrian walks and palm trees at the intersections of streets.

10. Signage. Recognizing that the City is preparing a new sign code ordinance, the following comments are intended to enhance the new code. In an active and dynamic urban environment such as the one sought here, signage should be allowed to play a more prominent role. Signage plays an important part in ensuring the viability of merchants, and in informing and entertaining the pedestrian. Besides the normal on-premises signage, typically including a sign band and perpendicular blade signs, other feature signs should be permitted. Elements such as theater marquees, wall paintings, banners, light bands, and monument signs are appropriate to lend a sense of vitality and excitement to an urban district. Other elements such as kiosks may also be used on the sidewalks, both for pedestrian wayfinding as well as for temporary advertising of sales, special events, etc. In a relatively permissive environment, it is easy to overdo signage to the point that no one element stands out amid the confusion, so the signage standards should be carefully regulated and orchestrated as part of a graphic master plan.

### C. Regional Activity Center Amendment

#### Background

The South Andrews Avenue area lies within the Broward County South Regional Activity Center (“RAC”), as described graphically in Figure 4.1. The area encompasses approximately 270 acres of land and was established in 1989 to facilitate the Broward General Medical Center campus. NBHD and BGMC are not included in the South RAC. The South RAC currently permits 461 residential units, although the 1999

Broward County Comprehensive Plan amendment sets forth 850 units, which was approved by the Department of Community Affairs. There is a difference of 398 units. There are currently approximately 455 existing residential units in the South RAC today. The RAC designation is used to allow ‘mixed use’ of residential and nonresidential development, in areas such as infill and redevelopment areas or major regional trip attractors (such as a downtown or a major public facility, like a hospital.) When an area is given the land use designation of ‘Regional Activity Center’ (RAC), the underlying original land use designations and zoning districts are used to determine the number of residential units that are permitted and the amount of non-residential square footage that is permitted.

The Broward County Land Use Plan permits re-allocation of flexibility ‘units’ in accordance with the County’s Flexibility Rules, to shift units from the Flexibility Zone into the RAC. Flexibility units as defined by the Broward County Plan are those units that exist in a pool created by the difference between the number of units permitted by the Broward County Plan and a lesser number permitted by a local plan. The County recently approved the City’s request to increase the number of permitted residential units within the Downtown RAC, essentially by allowing the transfer of dwelling units from the surrounding lower density areas into the Downtown RAC.

Although the majority of the South Andrews Avenue study area is contained within the South RAC, there are few residential units available for use at this time. To achieve the expected levels of redevelopment, the South RAC must realize an increase in the number of permitted residential units from its current level of 461 units. The South Andrews Master Plan calls for approximately 1,500 additional residential units. The additional units could be accomplished by a boundary change to ensure that the RAC is within the boundaries of a flexibility zone with available flexibility units. An alternative is a land use amendment to create new residential units. The reallocated units

should apply only to those areas within the South RAC that have a City Commission approved master plan.

The South RAC lies within the Flexibility Zone No. 56, which is generally the area between Davie Boulevard on the north, US 1 on the east, Interstate 595 on the south and Interstate 95 on the west. Flexibility Zone 56 currently contains approximately 2,000 flexibility units, some of which could be transferred into the South RAC. The areas within Flexibility Zone 56 contain several single-family residential communities, and from a long range planning perspective these areas will remain as low-density communities. Based upon the current number of units in this potential flex zone, it is suggested that approximately 1,125 units be transferred to the South RAC. This could be accomplished by the City providing a text amendment to the South RAC and requesting that the County approve the amendment. In order to achieve a balance of market rate housing and affordable housing and setting the latter at 25% of the new units, 375 affordable housing units could be transferred from Flexibility Zone 55, an adjacent flexibility zone to No. 56, or any other flexibility zones in the county, as provided for in Article 8 of the Broward County Comprehensive Plan. Affordable housing is defined in Article 8 and would be for low to moderate income housing units, serving households up to 120% of the County’s median income. The transfer of affordable housing units would fit well with the policy of the South Andrews Master Plan since its housing needs are focused on providing shelter to the “workforce” of downtown, the hospital, the airport and the port. Refer to Figure 6.1 Flexibility Zones Map below.

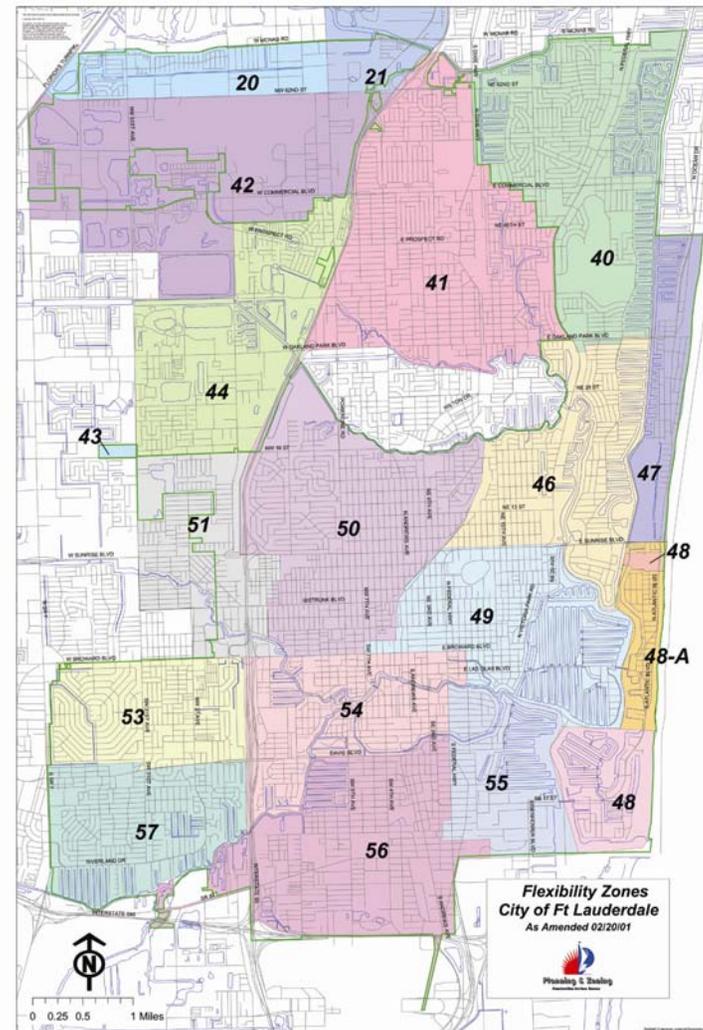


Figure 6.1 Flexibility Zones Map

### Justification for More Residential Units in the South RAC

The South Andrews Master Plan proposes increasing the amount of residential in the area by approximately 1,500 units. This would translate into approximately 3,000 new consumers, and it is these new consumers that will generate sufficient buying power to transform the weak retail market that currently exists in the South Andrews Avenue market area. Assuming 1,500 new households, whose annual incomes range from \$35,000 to \$75,000, will spend approximately 15% of their disposable income on the Avenue for goods and services, this translates into an annual expenditure of \$100 million. These new households will support approximately 300,000 to 400,000 sq. ft. of commercial space.

### Workforce Housing

The second rationale for expanding the residential development into the South Andrews Avenue area is to provide housing for the workforce whose places of employment include the downtown, South Andrews Avenue, US 1, the airport, the port, the industrial and commercial areas of SR 84 and other nodes within a short commute. The purpose of locating workforce housing in close proximity to these places of employment is to decrease the commuting times from home to work and back, to increase productivity of the workforce, to decrease the cost of living of the workforce by eliminating the need for two automobiles within each household, to support the downtown transit system, and to provide a larger labor force for the expanding businesses and industries in the airport-port-downtown corridor. Locating compact residential communities in close proximity to the places of employment is more efficient and less costly for those governmental units providing services than the alternative, urban sprawl, which disperses low-density residential development in outlying suburbs. Compact urban communities are more responsible than urban sprawl. Broward County's vision for the future must include urban centers such as that which is being proposed on South Andrews..

The management of Broward General Medical Center expressed a strong interest in having a large pool residential housing in close proximity to their facility to service their workforce. Many of the doctors have already begun the transition of living in the suburbs to living within a short driving distance to the hospital. But most importantly, their workforce, which exceeds 4,000 persons, spends a great deal of time commuting to the campus. Discussions indicated an unmet need to house their nursing staff and medical professionals including therapists, pharmacists, radiologists and many more. It was indicated that if a large pool of residential housing were available at affordable prices, it would increase the ability of BGMC and CECH to recruit top professionals for the facility.

### The Urban City

Justification for urban residential housing can be made on the basis of being less costly for government, of supporting urban transit, and of providing workforce housing for essential industries in the County, namely the airport, the port, and the hospital. An equally compelling argument can be made that urban residential communities improve the quality of life for those who chose to live in such an environment. An urban community is one in which its residents are not captives of their automobiles in order to go to work, study, recreate, shop, and socialize. One of the great reasons urban residents enjoy their neighborhoods is that there are enormous opportunities within a short reach. Their neighborhoods are the centers of many social activities.

South Andrews Avenue has the potential of being one of Fort Lauderdale's great urban neighborhoods. The Avenue will be the setting for social promenading, for shopping, for working, for health care, and for living. In close proximity are the City's great cultural institutions such as the Museum, Library, and Center for Performing Arts, the River Walk, and many more institutions.

### Concurrency

Broward County has been struggling with the concept of adding more residential units in many of its RAC's because of their concern with the ability of the area within the RAC to handle increased density for schools and traffic. To convince Broward County to allow more residential units in the South RAC, the City of Fort Lauderdale will need to convince the County that such increases will not negatively affect important services. The following is a discussion on several aspects of concurrency if the South Andrews area were to expand its residential capacity beyond its current level. The conclusion is that residential development in the South Andrews area will not negatively affect school demand, traffic demand or infrastructure such as water, sewer, drainage or electric.

Concentrating residential land uses in the urban areas of the County is a more efficient way of avoiding concurrency issues since residential has a very low impact on traffic and on schools. Many of the cities along the coast in recent years have expressed a strong interest in developing compact urban centers whose principal land use is residential. The South Andrews plan is no exception. The South Andrews residential component will provide, as discussed earlier, the workforce for many vital industries within the downtown/hospital/airport/port areas, and because of the workers' short trip length and the availability of mass transit, the impact on traffic will be diminished.

### School Concurrency

Broward County has included school concurrency in their discussions of concurrency for areas that wish to expand residential land uses, including those within a regional activity center.

### School Capacity

The residents of the South Andrews area are served by both public and private schools. There are four existing elementary and secondary public schools serving the area, which includes a Charter and Magnet School. The four public schools include Croissant Park Elementary, K-6 Charter School of Excellence, New River Middle School & Magnet Program of Marine Science, Stranahan High School & Magnet Program of Medical Science and Pre-Engineering.

The student capacity at each school has been estimated and projected by the Broward County School Board staff and the Florida Inventory of Student Houses (FISH). FISH is used to identify the permanent capacity of the school, i.e. the number of students a school is designed to accommodate. Tables 6.1-6.5 provide student capacity estimates and projections for the four schools listed above that serve the study area.

The following is a summary of the current school capacities. Please note that capacities do not take into consideration the additional capacity provided by portables. The elementary school for the forecasts has capacity for growth. Also note that the Charter School of Excellence has formulated its long term plan to expand the school by an additional 200-300 students.

**Table 6.2 Public School Capacity and Enrollment for 2001-2002**

| <u>School Enrollment</u>         | <u>20<sup>th</sup> Day Capacity</u> | <u>FISH* Over/(Under)</u> |      |
|----------------------------------|-------------------------------------|---------------------------|------|
| Croissant Park Elementary School | 906                                 | 923                       | (17) |
| Elementary K-5 Charter School    | 290                                 | 315                       | (25) |
| New River Middle                 | 1,877                               | 1,737                     | 140  |
| Stranahan High                   | 2,172                               | 2,146                     | 26   |

\* 2002 FISH does not include portables.

**Table 6.3 Public School Capacity and Enrollment for 2002-2003**

| <u>School Enrollment</u>         | <u>20<sup>th</sup> Day Capacity</u> | <u>FISH* Over/(Under)</u> |      |
|----------------------------------|-------------------------------------|---------------------------|------|
| Croissant Park Elementary School | 873                                 | 923                       | (50) |
| Elementary K-5 Charter School    | 315                                 | 315                       | (0)  |
| New River Middle                 | 1,967                               | 1,737                     | 230  |
| Stranahan High                   | 2,115                               | 2,146                     | (31) |

\* 2002 FISH does not include portables.

**Table 6.4 Public School Capacity and Enrollment for 2003-2004**

| <u>School Enrollment</u>         | <u>20<sup>th</sup> Day Capacity</u> | <u>FISH* Over/(Under)</u> |      |
|----------------------------------|-------------------------------------|---------------------------|------|
| Croissant Park Elementary School | 866                                 | 923                       | (57) |
| Elementary K-5 Charter School    | 315                                 | 315                       | (0)  |
| New River Middle                 | 2,098                               | 1,737                     | 361  |
| Stranahan High                   | 2,225                               | 2,146                     | 79   |

\* 2002 FISH does not include portables.

**Table 6.5 Public School Capacity and Enrollment for 2004-2005**

| <u>School Enrollment</u>         | <u>20<sup>th</sup> Day Capacity</u> | <u>FISH* Over/(Under)</u> |       |
|----------------------------------|-------------------------------------|---------------------------|-------|
| Croissant Park Elementary School | 844                                 | 923                       | (109) |
| Elementary K-5 Charter School    | 315                                 | 315                       | (0)   |
| New River Middle                 | 2,157                               | 1,737                     | 420   |
| Stranahan High                   | 2,357                               | 2,146                     | 211   |

\* 2002 FISH does not include portables.

**Table 6.6 Public School Capacity and Enrollment for 2005-2006**

| <u>School Enrollment</u>         | <u>20<sup>th</sup> Day Capacity</u> | <u>FISH* Over/(Under)</u> |      |
|----------------------------------|-------------------------------------|---------------------------|------|
| Croissant Park Elementary School | 878                                 | 923                       | (75) |
| Elementary K-5 Charter School    | 315                                 | 315                       | (0)  |
| New River Middle                 | 2,071                               | 1,737                     | 334  |
| Stranahan High**                 | 2,386                               | 2,466                     | (80) |

\* 2002 FISH does not include portables.

\*\* 12 new classrooms are expected to be added to Stranahan by 2005.

**Student Generation Rates**

The table below describes the student generation rates for Broward County. Broward County School Board uses the highest generator to calculate school impacts. The number of students generated by the plan is minimal since the rate chosen was based upon the high-rise rate adopted by the Broward County School Board. Croissant Park Elementary, which has excess capacity, could

easily absorb the K-5 students. In addition the Charter School of Excellence plans to expand its facility and will add additional grades through high school. This act alone will insure the capacity for the South Andrews projections.

**Table 6.7 Student Generation Rates per Dwelling Unit**

| <u>Type of Unit</u> | <u>K-5</u> | <u>6-8</u> | <u>9-12</u> |
|---------------------|------------|------------|-------------|
| High Rise           | .033       | .006       | .008        |
| Garden Apartment    | .091       | .054       | .044        |
| Townhouse           | .093       | .033       | .045        |
| Single Family       | .192       | .083       | .062        |

**South Andrews Master Plan Student Generation**

Based upon the South Andrews Master Plan long-range build-out rate, which projects approximately 1,500 residential units, the following is a schedule for student generation over the next 15 years.

**Table 6.8 South Andrews Student Generation**

| <u>Period Phase</u>  | <u>No. Units</u> | <u>K-5</u> | <u>6-8</u> | <u>9-12</u> |
|----------------------|------------------|------------|------------|-------------|
| 2004-2009            | 300              | 10         | 2          | 2           |
| 2010-2014            | 750              | 25         | 5          | 6           |
| 2015-2019            | 450              | 15         | 3          | 5           |
| Total for All Phases | 1,500            | 50         | 10         | 13          |

Traffic Concurrency

The City of Fort Lauderdale’s downtown redevelopment success will be linked to its ability to manage traffic in the downtown and surrounding neighborhoods. The South Andrews corridor will also face the challenge of managing traffic as its redevelopment matures. But traffic can be managed in the downtown and the surrounding areas such as South Andrews for several reasons. First although several of the arterials such as US 1 are at capacity, secondary roadways such as South Andrews Avenue still contain adequate capacity to handle the growth within its area. The following is a discussion about residential, retail and office trip generation and the effect of the growth of South Andrews Avenue on traffic on the major roadways, particularly South Andrews Avenue. Table 6.9 describes the current traffic trips on the major roads within and in close proximity of the South Andrews Avenue corridor.

Table 6.9 2002 Average Daily Trips\*

| <u>Roadway</u>                                  | <u>No. Trips</u> | <u>Design Capacity</u> |
|---|------------------|------------------------|
| South Andrews, South of Davie Blvd.             | 18,500           | 48,000                 |
| South Andrews, North of SR 84                   | 17,800           | 48,000                 |
| SE 3 <sup>rd</sup> Avenue, South of Davie Blvd. | 9,400            | 36,000                 |
| SE 3 <sup>rd</sup> Avenue, North of Davie Blvd. | 14,500           | 36,000                 |
| SW 4 <sup>th</sup> Avenue, South of Davie Blvd. | 13,400           | 48,000                 |
| SW 4 <sup>th</sup> Avenue, North of SR 84       | 12,900           | 48,000                 |
| U.S. 1, South of 17 <sup>th</sup> Street        | 63,000           | 72,000                 |
| U.S. 1, North of 17 <sup>th</sup> Street        | 52,000           | 72,000                 |

\*Broward County Planning Department and MPO

### Roadway Capacity

Reviewing the traffic trips for each of the above corridors reveals several characteristics about the traffic trips. First, for the South Andrews, SW 4<sup>th</sup> Avenue, and US 1 roadway, the corridors are used by the most part by commuters. This is revealed by the relatively low drop in the trip rate between sections. The one exception is the SE 3<sup>rd</sup> Avenue corridor, whose trips drop off dramatically once a traveler intersects with Davie Boulevard. Secondly, the current trips for most of the roadways do not exceed the design capacity of the roads. For the South Andrews Avenue roadway the under-capacity will allow greater density along the corridor before reaching capacity.

### Residential Trip Generation

Traffic trips generated by the Downtown, Flagler Heights, and South Andrews Corridor residential will be different than the typical trip portrayed by the traffic generation trip manual utilized by most governmental authorities (*Trip Generation*, 6<sup>th</sup> Edition, and Institute of Transportation Engineers). The urban residential trip is different and is characterized by several distinguishing factors. First, the trip length is much shorter than the typical suburban trip length. Broward County's uses a 6 miles (round trip) traffic length, whereas, the new urban trip is at least one-half the length. This translates into fewer trips, by 50%. Secondly urban dwellers use other forms of transportation other than the automobile. Simply, the urban dweller walks bikes or uses short-trip mass transit. Although no studies verify this pattern, for purposes of discussion, urban dwellers could reduce their automobile trips by 50% by using other forms of transportation. Finally, as discovered in other more urban cities such as San Francisco, urban dwellers usually shed one of their two automobiles in a two-person household.

ITE trip generation models (used by Broward County) suggest that each residential unit generates 6 trips per day. Based upon 1,500 new

residential units in the South Andrews Avenue area, this would produce 9,000 trips per day. However, an independent study, permitted by Broward County, could prove that the actual trips would be at least 50% of this level, or 4,500 trips per day or less. Comparing the expected trip generation by residential, there is certainly design room for 1,500 new residential units for South Andrews Avenue corridor.

### Retail Trip Generation

The South Andrews Avenue Master Plan suggests that an additional 200,000 square feet of retail (not including restaurants) will be built within the corridor. Based upon the ITE trip generation rate of 40 daily trips per 1,000 square feet of general retail (without any discount for pass-by and internal capture), there will be an additional 8,000 trips per day generated. However, since many of the trips will be coupled with other trips, such as trips by office workers on the corridor and at the Hospital and by residents walking to a retail establishment, this number of trips should be discounted by 40%. The result would be that retail would generate an additional 4,800 trips per day.

This calculation does not take into account additional trips generated by restaurants. Restaurants generate approximately 90 daily trips per 1,000 square feet of space, before any discount for internal or pass-by capture. If 20% of the retail were restaurants, or 50,000 square feet, then restaurants would generate approximately 2,700 trips per day. The total number of trips for general retail and restaurant amounts to 7,500 trips per day.

### Office Trip Generation

The South Andrews Avenue Master Plan suggests that an additional 500,000 square feet of office space (non-medical) could be needed in the corridor within fifteen years. Office trips generate approximately 11 daily trips per 1,000 square feet (before any discount for internal of

pass-by capture) and therefore general office would contribute approximately 3,300 trips per day after a 40% discount for internal and pass-by capture.

**Medical Office Trip Generation**

The South Andrews Avenue corridor hosts one of the most important institutions in the County, the Broward Medical Center and its hospital, the North Broward Hospital. As the medical complex grows and increases its services to the citizens of the County, likewise the need for more medical offices will result. A new medical office building is proposed on South Andrews Avenue at the corner of SW 16<sup>th</sup> Street and will provide approximately 200,000 square feet of space. The Master Plan projects the need for an additional 500,000 square feet of medical office space and this type of use will generate approximately

10,800 traffic trips per day, assuming a discount of 40% for internal capture and pass-by.

**Conclusion**

Based upon the capacity remaining in the roadways within the South Andrews Avenue area, including South Andrews Avenue and SE 3<sup>rd</sup> Avenue, there appears to be sufficient capacity for growth within the South Andrews Avenue corridor. This conclusion does not take into consideration the additional trips generated by the Downtown and other surrounding areas. The following table assists in illustrating the gross impact of redevelopment. A traffic study would be required to more accurately depict the specific impact on each roadway within the study area.

**Table 6.10 Master Plan Trip Generation**

| <u>Land Use</u> | <u>Amount SF or Units</u> | <u>Trip Rate</u> | <u>Trip Generation</u> | <u>Capture Discount</u> | <u>Net Generation</u> |
|-----------------|---------------------------|------------------|------------------------|-------------------------|-----------------------|
| Residential     | 1,500 units               | 6/unit           | 9,000                  | 40%                     | 5,400                 |
| Retail          | 200,000 sf                | 40/1,000 sf      | 8,000                  | 40%                     | 4,800                 |
| Restaurant      | 50,000 sf                 | 90/1,000 sf      | 4,500                  | 40%                     | 2,700                 |
| Office          | 500,000 sf                | 11/1,000 sf      | 5,500                  | 40%                     | 3,300                 |
| Med. Office     | 500,000 sf                | 36/1,000 sf      | 18,000                 | 40%                     | 10,800                |
| Hotel           | 400 rooms                 | 3/room           | 1,200                  | 40%                     | 480                   |
| Civic/Inst.     | 200,000 sf                | 3/1,000 sf       | 6,000                  | 40%                     | 3,600                 |
| Industrial Flex | 350,000 sf                | 5/1,000 sf       | 1,750                  | 0%                      | 1,750                 |
| Total           |                           |                  |                        |                         | 32,830                |

### Other Concurrency

#### Water and Wastewater Services – Water Works 2011

The City of Fort Lauderdale has established a capital improvement program (CIP) for water and wastewater services, called “Water Works 2011.” The massive program’s vision, as stated in its CIP report, states the following: “Provide a premiere utility infrastructure for the sustainable future of our community.” The mission of the program is to provide the following:

- Provide modern wastewater service to all customers;
- Improve the quality and reliability of drinking water for all customers to maximize the benefits to the community;
- Optimize use of financial resources and insure financial viability of the program;
- Leave capabilities in place to sustain continued development of the infrastructure;
- Communicate effectively with stakeholders and implement practical ways to help the community cope with construction impacts.

The program includes improvements to the South Andrews Avenue study area. With respect to water main improvements, a large water main will be replaced for SW 1<sup>st</sup> Avenue, SW/SW 14<sup>th</sup> Street, SE 1<sup>st</sup> Avenue, South Andrews Avenue, SW 17<sup>th</sup> Street, and SE 16<sup>th</sup> Street. Refer to Table 6.11 for a more detailed description of the segments being proposed for improvement.

Small water mains will be replaced with the study area on many streets including South Andrews Avenue, SE 13<sup>th</sup> Street, SE 16<sup>th</sup> Street, SE 18<sup>th</sup> Street, SE 18<sup>th</sup> Court, SE 19<sup>th</sup> Street, SE 21<sup>st</sup> Street, SE 22<sup>nd</sup> Street, and SE 23<sup>rd</sup> Street. Refer to Table 6.11 for a more detailed description of the segments being proposed for improvement.

Wastewater improvements are scheduled for the area including a large force main project and pump station. The route of the force main will run along SE 4<sup>th</sup> Avenue, connecting with a new line on Davie Boulevard to the north and SE 8<sup>th</sup> Street to the south. Refer to Table 6.11 for a more detailed description of the segments being proposed for improvement.

This report supports the conclusion that water and wastewater will not be an issue for the growth of the South Andrews Corridor, particularly since the program of this study will be forwarded to Water Works 2011 to insure that the sizes of the lines are adequate for the expected and programmed growth. Please note that Water Works 2011 has already anticipated the growth of the hospital.

#### Electric Power

Florida Power and Light (FPL) services Broward County as well as almost the entire eastern coast of the State of Florida. The company recently submitted a 10-year Power Plant Site Plan (2003-2012) to the Florida Public Service Commission in April of 2003. The plan set forth its projections for power needs in its service area in the State of Florida. FPL expects to continue to see an increase in customers and usage in the future. To meet the future growth, FPL will add two new combined-cycle units at its Manatee and Martin plant sites in 2005. This addition of 1,900 mw along with new plant resources added this year will provide electricity to serve nearly 600,000 new customers over this period while maintaining a reserve of 20 percent as mandated by the Florida Public Service Commission.

FPL is expected to be able to continue serving the growth needs of its service area and of Broward County. South Andrews Avenue Master Plan projections should be well within the capacity of FPL.

**Table 6.11 Water and Wastewater Projects in the South Andrews Avenue Study Area**

| <b>Type of Infrastructure</b>  | <b>Infrastructure Location</b>  |
|--------------------------------|---|
| Large Water Main Projects      | Davie Blvd. between FEC and US 1<br>SE 14 <sup>th</sup> Street between SW 7 <sup>th</sup> Avenue and US 1<br>SE 1 <sup>st</sup> Avenue between SE14 <sup>th</sup> Street and SE 16 <sup>th</sup> Street<br>SE 1 <sup>st</sup> Avenue between SE 17 <sup>th</sup> Street and SE 20 <sup>th</sup> Street<br>South Andrews Avenue between SE 16 <sup>th</sup> Street and SE 17 <sup>th</sup> Street<br>SE 17 <sup>th</sup> Street between South Andrews Avenue and US 1<br>SE 20 <sup>th</sup> Street between FEC and SE 4 <sup>th</sup> Avenue<br>SE 4 <sup>th</sup> Avenue between SE 20 <sup>th</sup> Street and SR 7 |
| Small Water Main Projects      | SE 1 <sup>st</sup> Avenue between Davie Blvd. and SE 13 <sup>th</sup> Street<br>South Andrews Avenue between Davie Blvd. and SE 21 <sup>st</sup> Street<br>SE 13 <sup>th</sup> Court between SE 4 <sup>th</sup> Avenue and US 1<br>SE 16 <sup>th</sup> Court between SE 4 <sup>th</sup> Avenue and US 1<br>SE 18 <sup>th</sup> Street between SE 1 <sup>st</sup> Avenue and US 1<br>SE 18 <sup>th</sup> Court between FEC and US 1<br>SE 22 <sup>nd</sup> Street between FEC and US 1<br>SE 23 <sup>rd</sup> Street between FEC and US 1  |
| Wastewater Force Main Projects | Davie Blvd. between FEC and SE 4 <sup>th</sup> Avenue<br>SE 4 <sup>th</sup> Avenue between Davie Blvd. and SE 8 <sup>th</sup> Street<br>SE 8 <sup>th</sup> Street between SE 4 <sup>th</sup> Avenue and US 1  |
| Pump Station Project           | Flagler Street and FEC at SE 19 <sup>th</sup> Street  |

**D. Infrastructure and Community Improvements**

**This report recognizes that as a tax assisted medical service provider, the NBHD/BGMC and its affiliated service providers, may elect not to participate in infrastructure improvement projects that impede in any way the ability to provide core services or that may be inconsistent with a tax assisted medical services provider.**

**1. Andrews Avenue Roadway Improvements**

**Project Description:** The Master Plan calls for a major streetscaping project for South Andrews Avenue, a 100' right-of-way, entailing narrowing the traffic lanes to eleven feet, providing landscape nodes at each intersection, extending the sidewalks to approximately 10-12 feet in width, surfacing the sidewalk with concrete, accented with paver-bricks, removing any overhead electrical, telephone and other utilities and placing them underground, repositioning any storm sewer inlets, providing at least 5 to 6 historically appropriate street lights in the sidewalk area at the edge of the pavement on each block face, planting live oak or mahogany trees as the street theme trees along the edge of the sidewalk and curb and within the landscaped nodes, and providing well-designed trash receptacles and benches in the sidewalk. The project must entertain the use of the median as a mass transit corridor prior to commencing design. The estimate for this work approximates \$400 per linear foot of a block face. The project would entail approximately 8,920 linear feet of roadwork or total cost of approximately \$3,568,000 plus engineering, construction supervision, and contingency of 20%. NBHD/BGMC may elect not to participate in the funding of the street beautification or may seek credit for work already accomplished on several block fronts along South Andrews Avenue.

**Cost:** \$ 4,281,600

**Funding Sources:** Assessment District, Broward County, City of Fort Lauderdale

**Time Frame:** Planning 2 years; implementation 2 years

**Action:** commence discussions with City engineering and County to prioritize the project. Finalize decision of use of the roadway for mass transit corridor and contract for PD&E for roadway into several phases. Phase I would include design and cost estimate. Secure funding from County and City and initiate special assessment district.

**2. SW 1<sup>st</sup> Avenue Roadway Improvements**

**Project Description:** The two lane roadway with a right-of-way of 50' would be redesigned to accommodate 2 driving lanes, 2 curbside parking lanes, and 2 six-foot sidewalks with street lights positioned on the corners of the landscaped nodes and on buildings. The estimate for this work approximates \$250 per linear foot of a block face. The project would entail approximately 7,100 linear feet of roadwork or a total cost of approximately \$1,775,000 plus engineering, construction supervision, and contingency of 20%. NBHD/BGMC may elect not to participate in the funding of SW 1<sup>st</sup> Avenue Roadway Improvements.

**Cost:** \$ 2,130,000

**Funding Sources:** Assessment District, City of Fort Lauderdale

**Time Frame:** Planning 2 years; implementation 2 years

**Action:** commence discussions with City engineering and County to prioritize the project. Contract for PD&E for roadway into several

phases. Phase I would include design and cost estimate. Secure funding from City and initiate special assessment district.

### 3. East-West Street Improvements

**Project Description:** The side streets in the South Andrews Avenue area play an essential role in providing public parking. The right of ways for many of the side streets enables the accommodation of two traffic lanes, a small landscaped median and public parking either on the edge of pavement or sliced within the median. There is an opportunity to accommodate additional public parking on several side streets including SE 13<sup>th</sup> Street between South Andrews Avenue and SE 1<sup>st</sup> Avenue. In addition the Master Plan suggests an important improvement to SW/SE 18<sup>th</sup> Street, which would act as a feeder to the future commuter rail station. The cost of the latter improvement should be borne by the commuter station project including the construction of a public parking facility (park and ride) to serve commuters and area businesses. The estimate for side street and parking improvements approximates \$200 per linear foot of a block face. The project would entail approximately 1,500 linear feet of roadwork or total cost of approximately \$300,000 plus engineering, construction supervision, and contingency of 20%. NBHD/BGMC may elect not to participate in the funding of the East-West Street Improvements.

**Cost:** \$ 360,000

**Funding Sources:** Assessment District, Broward County, City of Fort Lauderdale

**Time Frame:** Planning 2 years; implementation 2 years; to be completed simultaneously with the South Andrews Avenue implementation

**Action:** commence discussions with City engineering and County to prioritize the project. Contract for PD&E for improvements. Secure funding from City and initiate special roadway assessment district and parking assessment district.

### 4. Transit Stops

**Project Description:** The Master Plan illustrates a long-range concept of utilizing the FEC Railroad corridor for a multi-county commuter system. If this concept, now being studied by the Florida Department of Transportation, were to be realized, then South Andrews Avenue would truly become a transit corridor where people work and live and shop. The ideal location for the transit stop is near the corner of SW 17<sup>th</sup> Street and the FEC Railroad, which would provide very easy access to Broward Medical Center. The Master Plan suggests that the entire parcel owned by the FEC, now under lease to private industry, be utilized by the station. It would also contain a very large parking garage that would serve as a “park and ride” facility.

**Cost:** To be determined

**Funding Sources:** Federal, State and local governmental entities

**Time Frame:** Planning 5-10 years; implementation 10 years;

**Action:** continue discussions with FDOT and other counties to bring the concept of a FEC Corridor commuter rail to the three counties. Dedicate funds for promoting the concept and secure Federal commitment for project.

### 5. Intersection Signalization

**Project Description:** In interviews with many of the businesses in the South Andrews Avenue area, many commented on the need to slow down the traffic on South Andrews and provide better access and turning ability for those businesses located on the west side of South Andrews. Invariably the solution was to add traffic signals on South Andrews Avenue in order to provide a safe crossing, particularly left turns. The Master Plan suggests the installation of traffic signals on South Andrews Avenue at 15<sup>th</sup> Street and 22<sup>nd</sup> Street. These intersections were selected because they are streets that cross the FEC Railroad tracks and provide important link to the Croissant Park community. The estimate for each intersection approximates \$350,000 per intersection. NBHD/BGMC may elect not to participate in the funding of intersection signalization.

**Cost:** \$ 750,000

**Funding Sources:** County, City

**Time Frame:** Planning 2 years; implementation 2 years; work should be coordinated with the South Andrews Avenue improvements.

**Action:** commence discussions with City engineering and County to prioritize the project and to identify funding sources. Contract for PD&E for improvements.

### 6. Street Poles and Banners

**Project Description:** Prior to major work being accomplished on South Andrews Avenue, SABA has initiated a pilot program for the Avenue to install decorative light poles (without the lights) for the purpose of handing colorful banners that provide an identity for the

area. The street banners would be in place at all times except when they may be exchanged for special event banners such as ones for the automobile show or Christmas. The approximate cost of each block front for five poles, including installation, is approximately \$7,500. The cost of each banner is approximately \$250. Banners could be acquired prior to the acquisition of poles and be hung on existing poles such as those installed by Florida Power and Light.

**Cost:** \$ 8,750 per block face; for five blocks, \$43,750.

**Funding Sources:** Grants and City

**Time Frame:** Planning 1/2 year; implementation 1/2 year.

**Action:** SABA has initiated the project by selecting the poles and securing the funding.

### 7. Gateway Markers

**Project Description:** The Master Plan suggests that at the beginnings of the corridor that the intersections be architecturally accented with significant gateway markers. The location for the north gateway would be the Tarpon River and for the south gateway, State Road 84 intersection with South Andrews. The Master Plan prepared an illustration of the Tarpon River gateway that included a rehabilitation of the bridge and the inclusion of a series of obelisks on the bridge. Since the project is very conceptual, no estimate of the cost of the work is presented in the Master Plan.

**Cost:** To be determined

**Funding Sources:** Grants, County, and City

**Time Frame:** Planning 5 years; implementation 5 years.

**Action:** City should include the renovation of the Tarpon River Bridge along with the renovation of South Andrews Avenue north of the Tarpon River and with the inclusion of improvements to Tarpon River into an urban walking trail.

### 8. Way-Finding System (Signage)

**Project Description:** Good signage within the South Andrews Avenue area is essential to promote commerce. Good signage provides a communication system that enables visitors and consumers to find their destination. A well-designed system will particularly assist visitors and consumers in finding their destination throughout the area. Signage would indicate all public buildings, schools, public parking and significant landmarks. Assuming that 50 signs would be required within the area, the cost of the signage would approximate \$1,800 per sign. Some signs are single faced, some double faced and some are large landmark map signs. Please note that BGMC is in the process of developing their own campus signage program and the new signage in the South Andrews Master Plan area should coordinate with and complement the signs of BGMC and CECH.

**Cost:** \$ 90,000 (not including the BGMC signage.)

**Funding Sources:** Grants, County, City and Assessment District

**Time Frame:** Planning 2 years; implementation 3 years. The installation of the signs would occur after the beautification of South Andrews Avenue.

**Action:** commence discussions with City engineering and County to prioritize the project and to identify funding sources. Contract for sign design as part of Phase I.

### 9. Greenway

**Project Description:** The City of Fort Lauderdale is currently working with Broward County to develop a greenway along the right of way of the FEC Railroad and Dixie Highway. The project is called the Dixie Highway Trail. The section of the Trail within the South Andrews Avenue Master Plan will share part of the FEC right-of-way, if available, or utilize portions of Flagler Drive, where available and utilize the sidewalks of South Andrews Avenue. The more likely scenario would be to utilize the latter. If South Andrews Avenue could be designated officially as the pathway of the trail, then it possibly would qualify for funding from one or more of the funding sources of the Dixie Highway Trail.

**Cost:** To be determined

**Funding Sources:** Grants, County, City and FDOT

**Time Frame:** Planning 2-4 years; implementation 3-5 years.

**Action:** SABA and its future executive director and the Fort Lauderdale Planning and Zoning Division should keep this valuable project in the forefront. Providing a trail such as described in the Broward County Greenways proposal would enhance the quality of life for residents in the urban areas of downtown Fort Lauderdale. There must be urban recreational facilities for residents of downtown.

### E. Parking Management Plan

Parking is usually one of the biggest impediments to redevelopment. Modern parking requirements generally dictate that more area must be allocated for parking than for the buildings themselves. Besides being expensive, especially in constrained urban situations where property values are high, large quantities of parking typically detract from the overall ambiance of the urban experience. Unfortunately, parking is a fact of modern life. Despite the intentions of this plan to promote alternatives to the automobile such as transit, bicycles, and the walkable mixed-use environment, these strategies will not significantly reduce the need for parking. If we want people in the South Andrews area, we must accommodate their cars.

The South Andrews study area is fairly typical of urban redevelopment areas in that it has a fairly fragmented property ownership pattern that includes a number of smaller lots. It is typically very inefficient to provide on-site parking on small lots, unless the dimensions are compatible with standard parking dimensions, and generally, they are not. Also, small lots cannot accommodate structured parking, since the physical constraints of such factors as maximum ramp slopes require a minimum footprint that is considerably larger than many lots in the area. To compound the problem, property values have risen to the point that structured parking is a practical necessity in order to yield enough development area to make a project financially feasible. The resultant situation goes a long way toward explaining the virtual stagnation of development that one sees in the area today. A viable project must first assemble enough property to accommodate both a parking garage and a reasonable building footprint.

An effective parking management plan can help to mitigate this situation by concentrating on two basic strategies: reducing the overall amount of parking required in the area, and facilitating the transfer, rearrangement, and allocation of the parking supply itself.

The first strategy was previously discussed in the context of the overlay regulations, and is briefly summarized here. Overall parking demand can be reduced by:

- Providing curbside on-street parking in as many locations as possible, and allowing the abutting use to count that as part of their parking requirement;
- Relaxed parking ratios for most uses, i.e. fewer required parking spaces for each unit of building area;
- Shared parking provisions for mixed-use that take advantage of the differing peak demand times for each use, for example, office and residential;
- Construct public/private parking garages so that developers can purchase a portion of their parking requirement off-site but still within walking distance;
- Permit projects to pay for a small portion of their parking requirement as an ‘In Lieu of Parking Payment’ (PILOP). The revenue fees, held by the City, are used to construct more public parking in the area.

Together, these strategies can have a significant effect on the total parking required. Parking ratios in most codes are based on suburban development patterns that insure ample parking even at peak times. Shared parking reductions would depend on the extent to which the tight integration of uses can be accomplished, but, on the whole, these three methods could probably reduce the overall on-site parking quantity by 30 to 35 percent, a substantial reduction.

The second strategy involves being able to move the on-site parking supply around so that parking can be provided in locations where it is the most feasible, and allow it to be pooled so that the supply may be drawn upon by a number of surrounding properties that are not obliged to provide the parking on their own sites. This involves, first of all, the creation of a parking management entity – it could be the

business improvement district or some other such organization – charged with administering the management plan and the related funds. The funds are largely generated by private development activity.

Parking costs money; structured parking in today’s construction market will average about \$12,500 per space, exclusive of land cost. Thus, a property with a demonstrated hardship (too small, for example) would be allowed to reduce its parking requirement by paying a set amount per reduced space into the parking fund. The fund is used to build parking in other locations. The parking authority could either build the parking itself, or could set up a reimbursement mechanism for private developers to build the parking. It is anticipated that some of this additional parking would be provided in projects that are already proposing a parking garage, and would simply add another level of parking to what was originally planned to serve the project. For example, a new project that entails constructing a multi-level garage could use this mechanism; they could build another parking level, dedicate the ground floor as public parking, and be reimbursed for the additional spaces. Due to economies of scale of parking spaces in the garage, the project could reap the benefits of additional parking as well as receiving a financial benefit.

This approach has other potential benefits. By consolidating parking in relatively efficient structures, it minimizes the impact of parking on the urban environment. And, since the parking serves several buildings that might, in some cases, be a block or two away, it increases pedestrian traffic in the district.

The amount of money fixed for payment-in-lieu-of parking and for reimbursement would need to be carefully evaluated to strike the appropriate balance. It might be that the amount could initially be set lower as an incentive to redevelopment, and once the momentum builds, it could be gradually increased. This could imply an initial subsidy for parking that would require additional funding. Other

incentives in the overlay, for example, payment for additional density, could be used by the management entity to augment the parking funds.

Throughout the discussion of parking management and the construction of public/private parking garages, it is assumed that NBHD/BGMC will provide their own parking for their needs and that use of their parking by non-medical related users will be very limited or not available. In the case of their current garage on South Andrews Avenue, the garage is provided only for their medical facilities. It will provide an important number of spaces for the proposed medical office building to be located across the street from the garage. Furthermore it is assumed that NBHD/BGMC will not be obligated to participate in any public/private garage proposal. However, if a ‘park and ride’ facility were to be established on the FEC Railroad property on SW 18<sup>th</sup> Street, many of the employees of the hospital could take advantage of such a facility for parking.

### 1. Public/Private Parking Garages

**Project Description:** The Master Plan calls for a substantial amount of parking and not all of the parking can be captured on each development site. The plan suggests a need for at least 1,300 public/private parking spaces located within public garages. These garages could be financed by the City of Fort Lauderdale but there will be substantial contribution by the Florida Department of Transportation. The garages could serve principally the residents and workforce of South Andrews but they would also serve as “park and ride” facilities for commuters.

The garages would be distributed throughout the corridor, one servicing the north, one the south and one the central area around SE 17<sup>th</sup> Street, where the Broward General Medical Center is located. The first garage would be located in the northern part of the area and

contain approximately 300 parking spaces. The other two garages would each contain approximately 500 spaces.

**Cost for Garage No. 1:** \$ 6,050,000

**Cost for Garage No. 2:** \$ 10,100,000

**Cost for Garage No. 3:** \$ 10,100,000

**Funding Sources:** FDOT and Revenue Bond Issue

**Time Frame Garage No. 1:** Planning 2 years; implementation 2 Years

**Time Frame Garage No. 2:** Planning 4 years; implementation 2 years

**Time Frame Garage No. 3:** Planning 6 years; implementation 2 years

**Action:** commence discussions with City engineering and FDOT to prioritize the project. Finalize location of site for Garage No. 1. Phase I would include design and cost estimate. Secure funding from FDOT and initiate discussions with City's financial advisor about creating a parking assessment district.

### F. Administration of the Redevelopment Plan

The South Andrews Avenue Master Plan was sponsored by three entities including the City of Fort Lauderdale, the North Broward Hospital District/Broward General Medical Center, and the South Andrews Business Association ("SABA"). The three entities will play an important role in the execution of the Master Plan. The City's planning and Zoning Services, Engineering Department, Parks and Recreation Department, and other departments will be essential in executing the recommendations of the Plan.

- Initially, the City will take the lead in implementing the Plan's recommendations to modify land development regulations and to increase the number of residential units within the Regional Activity Center.

- The North Broward Hospital District/Broward General Medical Center (NBHD) will continue to implement its own Master Plan, maintaining its role as the redevelopment anchor along the corridor. The NBHD is a special purpose taxing district whose purpose is to provide health care services to the residents of Broward County, particularly those that cannot afford private health care services. Their mission is a difficult task in the environment of rising medical costs and rising indigent care. Their resources are continually being challenged and therefore their focus is entirely on the delivery of their prime mission.
- SABA should formalize its organizational structure, and act as the main marketing organization throughout the redevelopment process and afterward.

### G. South Andrews Avenue Marketing Plan

An important element of implementation of a master plan is the marketing of the area to both investors and consumers. Investors may be real estate developers, homebuyers, and new business owners, including retailers, and companies seeking to relocate their offices to South Andrews. SABA is the organization that is currently marketing for the area on a limited basis, but SABA could increase its involvement in marketing if it transforms from a volunteer organization to one that includes full-time and part-time staff.

#### 1. "Main Street" Organization

During the Charrette process, SABA representatives expressed an interest in the "Main Street" program sponsored by the State of Florida Bureau of Historic Resources and by the National Main Street organization, which is part of the National Trust for Historic Preservation. In order to be designated a "main street" by the State, an application must be made, reviewed and accepted by the State program.

A small grant of \$10,000 for a period of three years is given to a designated applicant as well as a wealth of educational materials, technical advice and the opportunity to attend both state and national seminars and conferences.

The Main Street Program follows four principles, which are design, organization, promotion and economic restructuring. These are principles that South Andrews Avenue could take advantage of, particularly promotion.

SABA is the ideal candidate to be the “main street” organization. However, in order to qualify there must be a commitment from the applicant and its sponsors that a full time executive director be fully funded for a period of three years. The City and other businesses and institutions in the area could provide the necessary funds and commitment for the program. The “main street” designation would fortify the role that SABA could play in their market area.

### 2. South Andrews Avenue Area Marketing Manager

- Until such time as SABA is able to afford a full-time marketing manager, its executive director (should such a position be funded) could fulfill this role. It is vitally important that one organization take the lead role in promoting the businesses in the area. SABA is an excellent candidate for this role since it will build the capacity to fund activities and attract corporate sponsorships; it also has a vital interest in the welfare of the businesses on the Avenue. The marketing manager could generate its own SABA activities and promotions on South Andrews Avenue, as described below;
- Provide a year round public relations program to improve the image of South Andrews and to attract consumers to the corridor;

- Coordinate with the City of Fort Lauderdale, the Chamber of Commerce and other associations in the area for public relations and promotions;
- Recruit new businesses;
- Retain existing businesses;
- Embellish existing events with added features so that the consumers will utilize South Andrews Avenue as a place for additional consumption.

### 3. South Andrews Avenue Events

Events are a very effective way of attracting consumers to the South Andrews Avenue marketplace, especially those consumers who are unaware of the merits of the area for shopping. The effect of an event is both short- and long-term. The short-term effect is that the consumer makes purchases during the event at one of the South Andrews Avenue businesses. The long-term effect is that the consumer remembers the charm of the area and returns to shop shortly after attending an event. A second long-term effect of events is that many event participants are candidates for opening new retail establishments on the corridor.

The following is a list of events that SABA currently holds and others that they may consider implementing if an executive director-marketing manager is hired. Any suggested events listed below (and others that will be explored) will need the approval of SABA and in some cases, the City as well.

- **Auto Show** is an annual event organized along South Andrews Avenue by SABA. The antique automobiles are parked in the southbound lane of South Andrews Avenue and pedestrians use the sidewalk to view the automobiles. There is a section dedicated to non-motorized vehicles, such as stagecoaches, buggies, and

others. The show is important to funding some of the operations of SABA and attracts over 5,000 visitors. Approximately 300 antiques cars are exhibited. As more resources develop, the auto show will expand.

- **Green Market** is an event that is beginning to take place on South Andrews Avenue and sponsored by two merchants that operate the gourmet coffee drive-through on the corner of South Andrews Avenue and SE 18<sup>th</sup> Court. Although the market is small, it is a beginning. A mixed-use neighborhood as envisioned in the Master Plan is an ideal location for a local green market. The market would feature local growers in Broward and Dade Counties and would contain other unique products such as jewelry, soap, plants, and other products. The Green Market is a community event where residents congregate and enjoy both socializing and healthy shopping equally. The Market could not only sell fresh produce and crafts, but it also could on a once-a-month basis sell antiques. The local antique dealers such as Eastside Antiques would be able to participate. Occasionally the Green Market could feature antique cars as an exhibit. Perhaps one Saturday the cars would be limited to corvettes only, on another Saturday the cars would be another specialty. Another week the Market could feature a cooking demonstration by a local restaurant. Buggy rides or stagecoach rides could be featured, touring the consumers around town.
- **“Fridays On-The-Avenue”** is an event after work on Friday evenings, starting at 5:00 pm that occurs every Friday for a period between the first Fridays before Thanksgiving until the first Friday after Easter. The event could be held on a side street that would be closed to traffic. Vendors would be invited to sell food and beverage and a small band would be retained to provide music. Dancing to the music would be encouraged. The event would require sponsors such as Brownies and other restaurants and local banks.
- **Antiques Fair** could first be established in the Green Market event. The event would occur once a month on Saturday morning and feature local antique dealers in South Andrews and downtown Fort Lauderdale and Dania Beach. Each dealer would have their own booth or tent. The event could eventually establish itself as its own “Antiques Fair.”
- **5 Kilometer Road Race** is an event that would start on South Andrews Avenue and runs into the downtown and back. The purpose of the event is literally to link the downtown with the South Andrews Avenue as the start and end of the race. The awards would be given on South Andrews Avenue. The gathering area could be in the Wachovia Bank parking lot. The race could feature teams, the winner of which would receive a worthy prize. Teams could be assembled from the educational institutions, the hospital, corporations as well as from South Andrews Avenue businesses. The event could be jointly sponsored between SABA and other businesses on the Avenue. With the additional residents coming to downtown Fort Lauderdale, many of whom will be interested in activities such as running, this would be an important event to make a link with the downtown consumers.
- **15 Kilometer Bicycle Race** is an event that is similar in purpose to the 5K road race. It would start and end at the hospital and the staging area would be in a South Andrews Avenue parking lot. Awards would be given on South Andrews Avenue. The race could feature teams, the winner of which would receive a worthy prize. Teams could be assembled from the educational institutions, hospitals, and as well as businesses from Fort Lauderdale. It should be noted that there are few events for cyclists and this might be a successful draw to the area.
- **“Light Up South Andrews Avenue”** is a very special event for the merchants and businesses of South Andrews Avenue. The event entails placing commercial strands of lights on the edges of the roofs, cornices, parapets and vertical walls of all the buildings on South Andrews Avenue. A large lighted Christmas tree would

also be located at the intersection of South Andrews Avenue and SW/SE 17<sup>th</sup> Street. An event would be created for the turning on of all the lights. The lights would remain on the buildings for the balance of the Christmas season and would be turned on and off during the year for special events. The lighting up of South Andrews Avenue would give the corridor a very festive feel and become a more appealing place for the consumer. The cost of the lights ranges between \$2.50 to \$3.00 per linear foot and would be borne by building owners.

### 5. District Map and Brochure

A South Andrews Avenue neighborhood business map is very important to provide to the consuming public. The guide not only lists the existing businesses and locates them on the map, the guide also provides an important message that the area is unique and full of character. The message should be sent that a linear, pedestrian, shopping street is much more interesting than a strip shopping center that is similar to every other shopping center in the market. The message should continue to say that South Andrews Avenue is unique because of its unique stores and is unique because of its street life.

The South Andrews Avenue Business map should include the following:

- location of all public parking
- location of transit and transit stops
- listing of businesses by trade groups such as Restaurants, Real Estate, Accountants, and others
- location of the SABA office
- a special feature on the hospital
- pictures of businesses and special points of interest
- historical background of the area; featuring the history of the early businesses in the area;

- Calendar of events (a brief summary of events)
- Telephone numbers and addresses for key organizations such as the City, SABA, and others

### H. Funding Sources

Funding is the most important tool for implementing the South Andrews Master Plan. The following describes the possible funding sources for various projects in the Master Plan.

#### 1. City of Fort Lauderdale

The City of Fort Lauderdale has established Waterworks 2011, a long-range capital improvement plan for infrastructure for the entire city. Refer to Table 6.11 for a discussion of the water and wastewater projects being proposed for the area. The infrastructure project will be an important issue for the redevelopment of South Andrews Avenue since it is proposed that new development occur over the next 15 years.

In addition the City may need to budget a portion of the costs for the streetscape improvements including South Andrews Avenue, SW 1<sup>st</sup> Avenue and others. However, since the South Andrews streetscaping project will require significant funding, the cost must be borne by several entities, including the City, County, and appropriate property owners. Where possible grants will be used to enhance the funding and reduce the level of funding from public and private entities.

#### 2. Broward County

During the Master Plan planning process discussions were held with several planners of Broward County. The Consultants introduced the concept of creating a community redevelopment agency (CRA) as a

way to fund many of the projects. However, the County articulated that they would be opposed to the creation of a CRA but instead might consider a new program that the County is initiating that provides funds for infrastructure for redevelopment areas. The County planners indicated that the funds would be given on a competitive basis.

Since South Andrews Avenue is a county roadway, it would appear that if such a redevelopment program were to be established by the County, then the Avenue should qualify for funding.

### 3. Density Bonus Program

The Master Plan's most important recommendation is to enhance the business district with mixed-use structures, particularly residential in the upper floors of a building above its ground floor commercial. However, since parking will be a critical issue for the redevelopment of the area as well as street beautification, there needs to be another source of funding for the City of Fort Lauderdale to use to initiate and sustain an ample supply of parking. Although the parking garages suggested in the Master Plan will also have a source of revenue, as discussed below, additional revenue will be needed.

Secondly, the Density Bonus Program will provide the important funds for street beautification. In the earlier discussion concerning the funding of South Andrews Avenue and SW 1<sup>st</sup> Avenue, it is assumed that the City and the County will participate in the projects. In order to insure that the City will be reimbursed for its effort in fronting the funds for the projects, the income over the next fifteen years from density bonus fees will assist the City in this endeavor.

The Density Bonus Program entails charging developers a fee for all residential units approved for a project that exceed a density 25 units per acre. Twenty-five units per acre density would allow a developer to

construct generally a three to four story, mixed-use, building that contains ground commercial and upper floor residential. Once a building rises above four to five stories, then it is likely to exceed the 25 units per acre. The Master Plan calls for approximately 1,500 residential units and it is anticipated that at least one-half of the units will fall into the density bonus program. If the fee for the residential density were \$5,000 per unit initially, then the City would receive approximately \$3,750,000 from the program. Refer to Table 6.13 for detail. It is assumed that the income would occur over a period of fifteen years. Affordable housing would be exempt from a density bonus fee.

### 4. Parking Fee Income

An adequate parking supply for the South Andrews Avenue area will ensure its success. The Master Plan suggests that a portion of the parking requirements for each building will be housed in public/private parking garages owned and operated by the City. This enables a developer in designing its site to accommodate approximately 50% to 75% of its parking needs on site and the remaining off-site. The result will be that sites will not be dominated by parking and some of the parking will be housed in a modern, well-lighted, secure parking garage. The Developer may chose to pay a fee (PILOP) in lieu of providing the parking or may elect to acquire parking in a neighboring garage. In any case, the parking programs are strictly voluntary.

Based upon the number of parking spaces needed in the Master Plan, which amounts to approximately 9,000 spaces, the developers could utilize the PILOP program as well as acquiring parking spaces in near-by garages. It is assumed that approximately 5% of the spaces will be substituted by the PILOP program and 7.5% by acquiring spaces. The cost of the PILOP is suggested to be \$7,500 per space, and the cost of acquiring spaces is suggested to be \$12,500 per space. Please note that

the actual cost of providing a space is higher than the charge. The purpose of the subsidy is to encourage developers to use the off-site opportunity. Acquisition of a space entitles the owner to “free” parking in the nearest garage but not the exclusive use of the space. An owner of a garage space would also contribute on a proportional basis the annual cost of maintenance, insurance and taxes. It is estimated that the cost of maintenance, insurance and taxes would amount to approximately \$250 per year per space.

**Table 6.12 Estimated Parking Spaces**

| <b>Land Use</b> | <b>Quantity</b>     | <b>Required Parking</b> | <b>Parking Ratio</b> | <b>Parking PILOP</b> | <b>Parking Acquisition</b> |
|-----------------|---------------------|-------------------------|----------------------|----------------------|----------------------------|
| Residential     | 1,250 units         | 1,875 spaces            | 1.5/unit             | 150 spaces           | 200 spaces                 |
| Office          | 500,000 sf          | 2,000 spaces            | 4.0/1000 sf          | 150 spaces           | 200 spaces                 |
| Medical Office  | 500,000 sf          | 3,000 spaces            | 6.0/1000 sf          | 100 spaces           | 100 spaces                 |
| Retail          | 250,000 sf          | 1,000 spaces            | 4.0/1000 sf          | 100 spaces           | 100 spaces                 |
| Hotel           | 425 rooms           | 425 spaces              | 1.0/room             | 0 spaces             | 0 spaces                   |
| Civic           | 250,000 sf          | 750 spaces              | 3.0/1000 sf          | 0 spaces             | 50 spaces                  |
| <b>Total</b>    | <b>2,962,500 sf</b> | <b>9,000 spaces</b>     | <b>3.1/1000 sf</b>   | <b>500 spaces</b>    | <b>650 spaces</b>          |

If the redevelopment enjoys the level of intensity suggested in the Master Plan, then there would be a need for several garages. The Master Plan calls for several in the area north of SE/SW 17<sup>th</sup> Street and several to the south. There should be at least three garages whose capacity should equal at least 1,000 spaces. It is important to note that even though developers may choose to pay the PILOP fee, the City must use the income to provide more parking, either on-street or within a garage.

### 5. Grants

Grants will play an important part of the funding strategy for South Andrews Avenue. The following is a beginning list of potential grants sources:

- (1) **Main Street:** a State of Florida designation and grant program in which the Bureau of Historic Resources provides a grant of \$30,000 over a three year period. A requirement of the grant is that the main street organization, which would be SABA, must have a full-time director. Commitments for the funding of the organization must be in place at the time of the grant application. SABA could prepare a grant for a main street designation in 2004. Applications are due in the summer of 2004.
- (2) **Department of Transportation:** The FDOT can be a conduit for several grants including commuter rail, park and ride facilities (parking garages), and other transportation grants. This grant source should be part of a long-term strategy.

#### I. Short and Long Range Action Projects

The following outlines actions that may be taken over a seven-year period, divided into two categories; short term actions which could be accomplished over a three year period and long term actions which would be accomplished over a seven year period.

**Short Term Actions (2003-2006)**

- a. Management**
  - Obtain City commitment for Partnership 2003-2004
  - Commence Discussion of hiring an Executive Director and a Marketing director for SABA 2004-2005
  - Commence Discussion on funding sources
  - and partnering issues 2003-2004
- b. Marketing**
  - Create South Andrews Avenue District map 2004-2005
  - Expand Green Market 2004-2005
  - Commence “Friday On-The-Avenue” 2005-2006
  - Antiques Fair 2005-2006
  - 5 K Foot Race: Hospital through neighborhoods 2004-2005
  - 15 K Bike Race: Hospital through downtown 2005-2006
  - Light Up South Andrews Avenue 2005-2006
- c. Grants**
  - Apply for Main Street Grant 2003-2004
  - Research other grants 2004-2005
- d. Infrastructure**
  - Street Poles and Banners 2003-2004
  - S. Andrews Avenue Improvements-engineering 2004-2005
  - S. Andrews Avenue Improvements-construction 2005-2006
  - East-West Street Improvements-engineering 2004-2005
  - East-West Street Improvements-construction 2005-2006
  - SW 1<sup>st</sup> Avenue Improvements-engineering 2005-2006
  - SW 1<sup>st</sup> Avenue Improvements-construction 2006-2007
  - Intersection Signalization 2005-2006
  - Way-Finding System 2005-2006
- e. Parking**
  - Identify Parking Areas Nos. 1 and 2 2004-2005
  - Create North Parking Assessment District 2004-2005

- Secure Funds from FDOT 2005-2006
- Acquire Parking Area No. 1 2005-2006
- f. Regulations**
- Create Overlay Zoning District for South Andrews 2004-2005
- Revise the South RAC 2004-2005
- PILOP (parking fee system) 2004-2005
- Density Bonus Program 2004-2005

**Long Term Actions (2006-2010)**

- g. Management**
- Consider an Events Coordinator for SABA 2006-2007
- h. Infrastructure**
- Gateways 2006-2007
- Dixie Highway Trail 2006-2008
- i. Parking**
- Construct Parking Area No. 1 2006-2007
- Create South Parking Assessment District 2004-2005
- Secure Funds and Acquire Parking Area No. 2005-2006
- Construct Parking Area No. 2 2009-2010
- j. Transit**
- Transit Commuter Station 2008-2010
- Commuter Rail on FEC or S. Andrews 2008-201