

# Technical Assistance Panel City of Lauderhill

Strategy Recommendations for Mixed  
Use Development at Three Sites

April 29 and 30, 2019  
Lauderhill, Florida



**Urban Land  
Institute**

**Southeast Florida/Caribbean**



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# About ULI Southeast Florida/Caribbean District Council and Technical Assistance Panels

## About ULI

**THE URBAN LAND INSTITUTE** is a global nonprofit land use and real estate development organization dedicated to providing leadership in the responsible use of land and in creating a sustainable and thriving future for communities worldwide.

ULI was founded in 1936 as a non-profit institute to facilitate the open exchange of ideas and information among local, national, and international real estate industry leaders and policy makers dedicated to creating better places. Today it is comprised of more than 45,000 real estate and urban development professionals worldwide.

The extraordinary impact that ULI makes on land use decision making is based on its members’ sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Locally, the ULI Southeast Florida/Caribbean District Council includes more than 1000 members spread along the east coast of Florida from Indian River County through the Florida Keys and from throughout the Caribbean.

## Technical Assistance Panels (TAPS)

Since 1947, this program has assisted communities by bringing together week-long Technical Assistance Panels (TAPs) of seasoned real estate, planning, financing, marketing and development experts to provide unbiased pragmatic advice on complex land use and development issues. In 2004, the ULI Southeast Florida/Caribbean District Council began providing Panel services of one or two days to address specific development/real estate issues in the areas such as housing, parking, redevelopment, future land use, Transit Oriented Development (TOD), and similar topics. Since then, dozens of TAPs have been completed throughout the region.

The District Council assists the TAP sponsor in refining the scope of the assignment, and convenes a Panel to address those specific issues. Each Panel team is composed of highly qualified professionals who volunteer their time to ULI. The sponsor works within ULI templates to provide background information to ULI Panelists prior to the panel convening. When convened, the Panel views the subject site, hears from public and private stakeholders, and then deliberates on the assigned issues.

At the conclusion of the Panel’s work, an oral report is presented to stakeholders followed within 30 days by a written report and final power point presentation. A fee is charged for the advisory service, but the Panel members are not compensated for their time. They are only reimbursed for their out-of-pocket expenses, such as overnight lodging and transportation to attend the TAP.

To ensure objectivity, Panel members cannot be involved in matters pending before or be working for the sponsor, and cannot solicit work from the sponsor during the Panel’s assignment period.

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# Sponsors

## Panel Sponsor

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## Executive Summary

**IN THE SPRING OF 2019**, the City of Lauderhill invited a panel of experts from the Urban Land Institute (ULI) Southeast Florida / Caribbean District Council to provide strategic advice and recommendations to the city regarding its development, and analyze the development feasibility and provide recommendations for three key mixed-use sites: the site of a recently closed Target department store, the Inverrary Hotel / Racquet club site, home to proposed new hotel; and the Market Place site, home to a regional park and the Lauderhill Performing Arts Center. The Panel recommends that the City think about each of these sites strategically in order to maximize their potential positive impacts for the City's future growth and development. As the City takes control of its identity with a clear statement of vision and consistency in regulation, its reputation will grow, attracting developers willing to meet the City's vision with projects that can have neighborhood-wide impacts.

### General Recommendations:

The Panel's recommendations for the City's three project sites are grounded in strategy to guide current and ongoing development project reviews. The Panel recommended that the City re-assess its unique strengths and develop a strong community vision and enhance its planning tools in order to enable the city to grow and attract new development that contributes to its goals:

- Create a regulatory environment that affords property owners and developers both certainty and flexibility
- Prioritize projects using the community's vision and goals
- Create momentum in the marketplace with a Lauderhill brand
- Develop an entrepreneurial spirit guided by goal-oriented leadership
- Engage the community and work actively to manage and strengthen the city's branding, identity, and image

### Site-Specific Recommendations

#### TARGET SITE

The Target site is one of the city's few opportunities for higher end residential development and presents an excellent opportunity to catalyze further development in the area with an opportunity to link to transit. The Panel finds that the site can and should support a mix of residential and commercial uses, and recommends that the city:

- Encourage a mix of commercial and residential activities that activates the northeast corner of the site at the intersection of West Commercial Boulevard and Northwest 76th Avenue
- Employ a neighborhood design process involving residents and professionals
- Consider maintaining street-facing commercial uses, and integrating residential uses above and behind it
- Include in the rezoning of the site an evaluation of the land uses along the University Drive corridor to improve older strip retail centers in that area

#### INVERARRY HOTEL / RACQUET CLUB SITE

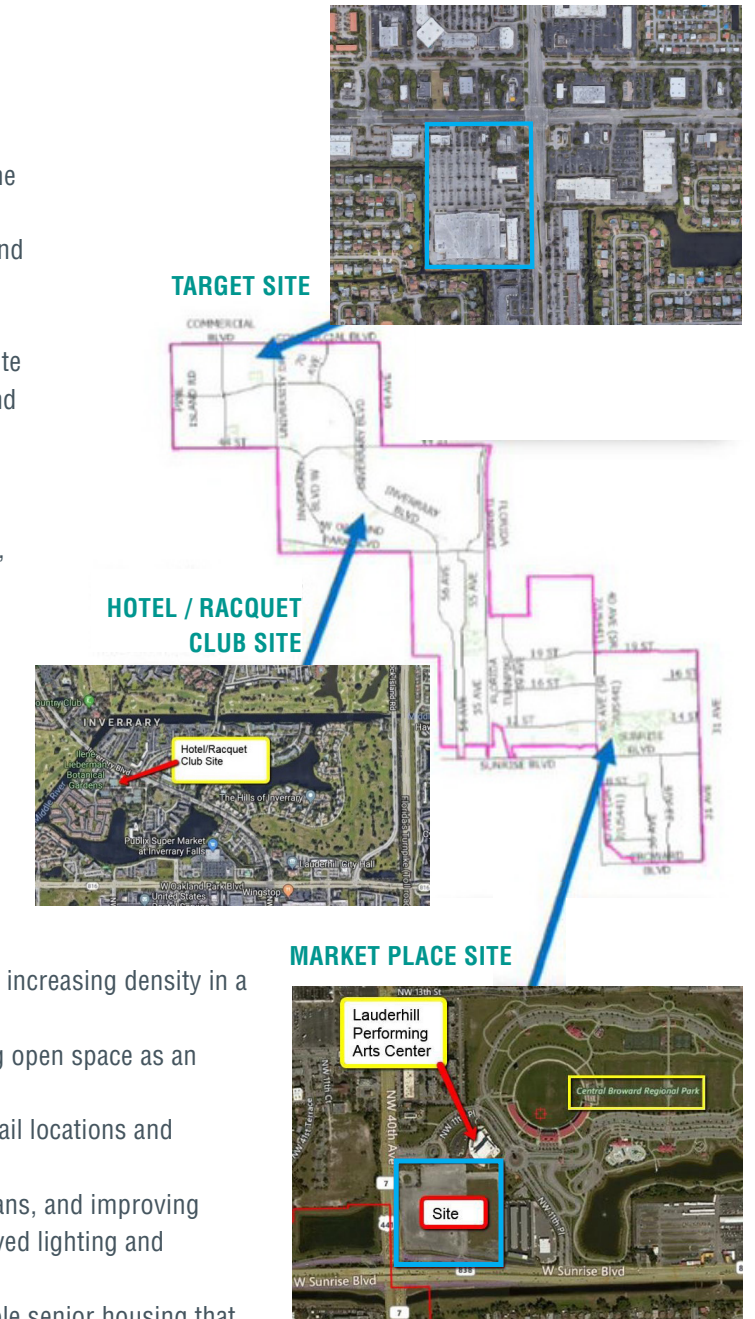
The Hotel / Racquet Club site presents a relatively easy opportunity to make the adjacent boulevard even more beautiful. The panel recommends diversifying the site by adding residential uses and utilizing higher-density to improve the look and feel along the boulevard. The panel also encourages taking a flexible and creative approach to increasing density in a way that improves the entire community by:

- Putting more amenities on the site while maintaining open space as an integral part of the site
- Creating better transportation options to existing retail locations and reducing parking requirements
- Improving right-of-way to make it safer for pedestrians, and improving safety and the pedestrian experience through improved lighting and landscaping guidelines
- Considering age-restricted housing such as affordable senior housing that won't stress local schools or traffic

#### MARKET PLACE SITE

The Market Place site is a critical site within the Lauderhill framework. Of the three sites, the Panelists believe that the Market Place Site presents the best opportunity for the City to create a unique, enduring, walkable, and integrated multi-use development that can brand the City and contribute to a vibrant town center. The Panel recommends:

- Gaining control of the site - either through acquisition, partnership, property trade, or entitlements leverage.
- Being strategic and specific about the site's design - creating an offering memo to solicit input, procuring a study to create a recommended mix of uses, hosting community visioning processes and master planning the site in detail.
- Leveraging the fact that the site is in an Opportunity Zone, and being prepared to lead, direct, and maximize investments in the zone.
- Creating a critical mass of activity that inspires follow-on investments throughout the area by local residents, entrepreneurs, businesses, and other private sources.







## I. Background and Panel Assignment

**IN THE SPRING OF 2019**, the City of Lauderhill convened a Technical Assistance Panel from the Urban Land Institute (ULI) Southeast Florida / Caribbean District Council to provide strategic advice on public policy and planning issues, infrastructure investment, and the development potential of three key mixed-use sites in the city:

- The site of a closed Target department store located at West Commercial Boulevard and Northwest 76th Avenue
- The Inverrary Hotel / Racquet club site, located off W Oakland Park Boulevard and Inverrary Boulevard
- The Market Place site, home to a regional park and the Lauderhill Performing Arts Center, located at West Sunrise Boulevard and 441/North S.R. 7

**Above:** The new Lauderhill Performing Arts Center, completed in 2015, is a 1,143-seat theater located near the Central Broward Regional Park at the corner of Sunrise Boulevard and State Road 7. The 47,585 square foot facility also includes an art gallery, meeting / classroom space, and banquet / reception facilities.

**Right:** The City of Lauderhill's Municipal Complex, completed in 2010, is the first LEED Silver-certified city hall in South Florida. The 40,000 square foot building houses the municipality's offices in a tropical Florida-style structure.



## Panel Assignment

In the Spring of 2019, the City of Lauderhill invited the Urban Land Institute Southeast Florida/Caribbean District Council to convene a Technical Assistance Panel comprised of local land use and real estate experts (Appendix B) to provide strategic recommendations to the City of Lauderhill regarding its overall future development, in addition to looking specifically at the development potential of three key sites in the city. The Panel was tasked with:

1. Examining the market feasibility for mixed-use development, including guidance about various housing types and price ranges that might be attractive to millennials.
2. Providing strategy guidance for maximizing tax revenues and job creation consistent with other city goals.
3. Providing detailed examples of successful similar redevelopment projects in South Florida, including their positive impacts beyond the site (Appendix C).

## Panel Process

The Panel received a comprehensive set of pre-meeting materials about the three sites, previously prepared site drawings and maps, market background and general information about the City of Lauderhill and its history, vision and mission. The TAP onsite work session extended over one and one-half days on April 29 and 30, 2019 (TAP Agenda is in Appendix A). Its work sessions were held at Lauderhill City Hall.

The Panel began its orientation with a luncheon briefing about the City and its goals followed by a bus tour of the three project sites. During the tour, City staff acquainted the Panel with the history behind each site, current development proposals and options for each site, regulatory overlays, key stakeholders and general market and demographic information about the City.

Following the tour, the Panel held an organizational work session before it met with community stakeholders to hear their views. Later, Panel members participated in a working dinner meeting.

On Day Two, the Panel spent the morning and afternoon working on observations and recommendations, narrowing and organizing its ideas into a meaningful set of preliminary

recommendations. In the late afternoon, Panel members presented their ideas and initial observations to City staff followed by an engaging two-hour discussion of opportunities, strategies and next steps for the City.

The Panel, under the leadership of the ULI Southeast Florida/Caribbean District Council, prepared this report on its recommendations and conclusions.



**Above:** The ULI panelists stand in front of Lauderhill's City Hall building.





## II. About the Community

**IF YOU WANT TO GET YOUR FIX OF CULTURE, HEAD TO LAUDERHILL. LAUDERHILL IS REAL. UNTOUCHED BY GENTRIFICATION, AUTHENTIC, AND DELICIOUS, IT HAS PERSONALITY; IF YOU’VE NEVER BEEN, CHANGE THAT AS SOON AS YOU CAN.**  
-Broward-Palm Beach New Times, December 2014

**Above:** According to local legend, actor and comedian Jackie Gleason - a Lauderhill resident and golfer - reached out to the developer of Walt Disney World in Orlando and had the fountain built. The now-iconic Inverrary Waterfalls were then later disassembled and rebuilt in Lauderhill off of busy Oakland Park Boulevard, where it was recently declared a historic landmark.

**BEFORE TIGER WOODS,** Gloria Estefan, Pitbull or other celebrities called South Florida home, they came to places like Lauderhill in the 1970s and ‘80s, which attracted snowbirds from up north and helping developers expand westward. Projects like the Inverrary planned unit development (PUD) attracted not only retirees who fueled the City’s growth, but entertainers such as Jackie Gleason, who held his golf championship there from 1972 - 1980.

Today, the city, which is home to almost 80,000 residents, is a crossroads of African American, Caribbean, and Hispanic cultures with a strong Jamaican influence. A regional park features a multi-purpose stadium that hosts international cricket matches, rugby and soccer. Nearby is the LEED Silver Lauderhill Performing Arts Center (LPAC) and Library, a 47,585 square-foot facility which opened in 2016.

### The City’s Mission:

To make the City of Lauderhill a secure, clean and desirable place to live, work and visit by providing for a continually improving wide range of city services; to encourage a community that retains and promotes employment opportunities, economic growth and improved quality of life, where people of diverse cultural backgrounds and incomes peacefully interrelate.

**THE CITY OF LAUDERHILL** zigzags through central Broward, bordered by the cities of Sunrise, Tamarac, Plantation and Lauderdale Lakes. At nine square miles, Lauderhill is close to the Fort Lauderdale/Hollywood International Airport and within easy reach of the Everglades; the Florida Turnpike, I-75, I-95, I-595 and the Sawgrass Expressway. Its central location and easy travel access is making it increasingly attractive to developers.

Once a haven for retirees, Lauderhill now resembles a Caribbean island with cricket fields, restaurants that sell Caribbean cuisine and community celebrations and events that recognize the Caribbean heritage of the majority of its residents. Today, the City has the largest percentage of residents of Jamaican descent in the United States, about 20% of the city’s population. A third of the city’s residents were born outside of the US.

An increasing number of development proposals is driving the City to look at ways it can manage and shape development to create a unique and desirable place to live, and to distinguish itself to the over 30,000 new residents annually choosing to make Broward County their home.

Lauderhill Community Statistics	
Resident Population	70,963
Male	31,772
Female	39,191
Households	23,642
Average Persons per Household	3.0
Median Household Income	\$38,805
Median Housing Value	\$114,500
Home Ownership	51.5%
Population Per Square Mile	8,349
Median Age (Years)	35.8
Population 0-17 years old	18,338
Population 18-64 years old	49,927
Population 64 years and over	9,698

Source: U.S. Census Bureau, via Census.gov

### Community Concerns

To identify community concerns, Panelists met with approximately two dozen community residents and business owners to solicit their thoughts and feedback on the project sites and proposed development. Key issues raised by community members at the afternoon meeting – traffic, design/density, entertainment and a downtown gathering place – are summarized below.

#### TRAFFIC

1. Concerns that increased housing and density will result in more traffic
2. Concern regarding 31st Ave to 19th street, which is sometimes used as a racing strip by drivers

#### DESIGN

1. Desire for aesthetically-pleasing projects: residents wanted more information on the proposed designs, and assurances that projects would look nice.
2. Desire for accessibility and walkability to the retail and restaurants at nearby Plantation Midtown.
3. Community members felt that higher-quality design would make the higher-density proposed developments easier to swallow.
4. Concern about design standards, particularly regarding less LED and neon signage - does the City have standards? Are they being enforced?
5. Desire for the new development’s style to tie into that of the existing neighborhoods so that it is cohesive with their look and feel. Residents recommended the City Hall and new Publix as good design standards for the city’s Caribbean modern style.

#### RESTAURANT & ENTERTAINMENT VARIETY

1. Desire for better and more varied retail and restaurants
2. Need for more family-friendly entertainment options

#### THE MARKET PLACE

1. Desire for better accessibility to the park
2. Safety concerns - residents desire better lighting and security cameras to address the issue.
3. Desire for a true destination - residents expressed their desire for the City to create more shops/restaurants around LPAC, to make it a stronger destination.
4. Community members desire more regular and better public programming at LPAC.





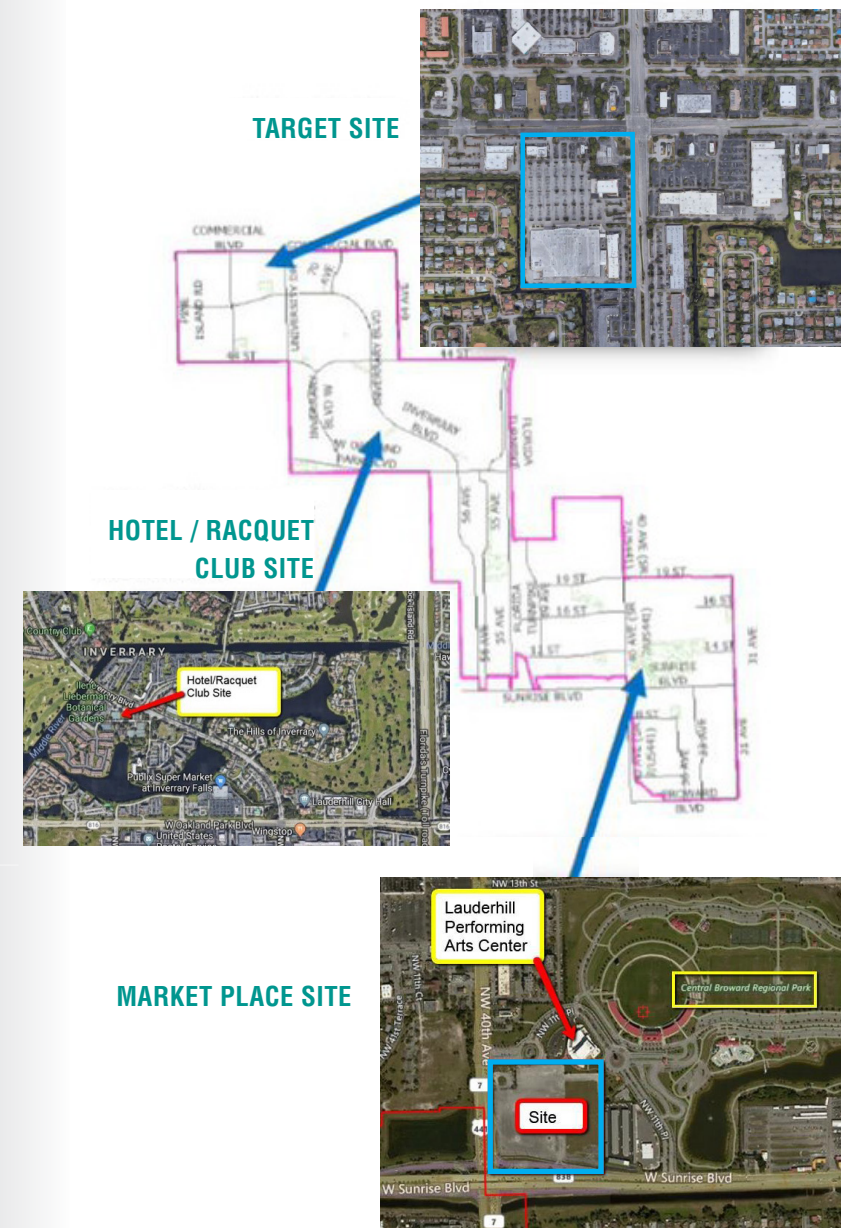
### III. Project Sites

**IN ADDITION TO LOOKING AT THE CITY'S OVERALL DEVELOPMENT SCHEME**, the Panel was tasked with analyzing the development potential of and providing recommendations for three key mixed-use sites in the city:

- The Target Site, the site of a closed Target department store located at West Commercial Boulevard and Northwest 76th Avenue, a major intersection in the city
- The Inverrary Hotel / Racquet club Site, located off W Oakland Park Boulevard and Inverrary Boulevard
- The Market Place Site, home to a regional park and the Lauderhill Performing Arts Center (LPAC), located at West Sunrise Boulevard and 441/North S.R. 7

**Above:** The Ilene Lieberman Botanical Gardens are popular with residents and visitors alike.

**Right:** A Whirls and Swirls and a Vortex on Water sculpture by artist Alice Aycock marks the new Central Broward Regional ArtPark, located within the Central Broward Regional Park alongside the Lauderhill Performing Arts Center and the county's new library.



#### TARGET SITE

In 2018, Target closed its 174,193-square-foot Lauderhill location. The 13.7 acre site, which is zoned general commercial, and is located on the southwest corner of West Commercial Boulevard and Northwest 76th Avenue, is surrounded to the north and east by other commercial shopping plazas. Seventy five thousand vehicles pass through the adjacent intersection.

The property was purchased by 3 Amigos Lauderhill LLC for \$9 million, giving the new owners control of a 13.7 acre site. The owners have expressed interest in creating a mixed-use development that includes residential use.

#### INVERRARY HOTEL / RACQUET CLUB SITE

The Hotel / Racquet Club site consists of six parcels totalling approximately 17.94 acres. The northwestern portion of the site, consisting of two parcels, is currently developed as the 207-key Inverrary Vacation Hotel Resort, which includes a convention center, two restaurants, gym, spa, swimming pool, tennis courts, paved parking, stormwater retention areas, and green space.

The southern portion of the site consists of two parcels that are currently developed as an un-occupied two-story building totalling 185,000 square feet. The eastern portion of the site consists of two final parcels that are currently developed as a single-story storage building for the hotel totalling 4,000 square feet.

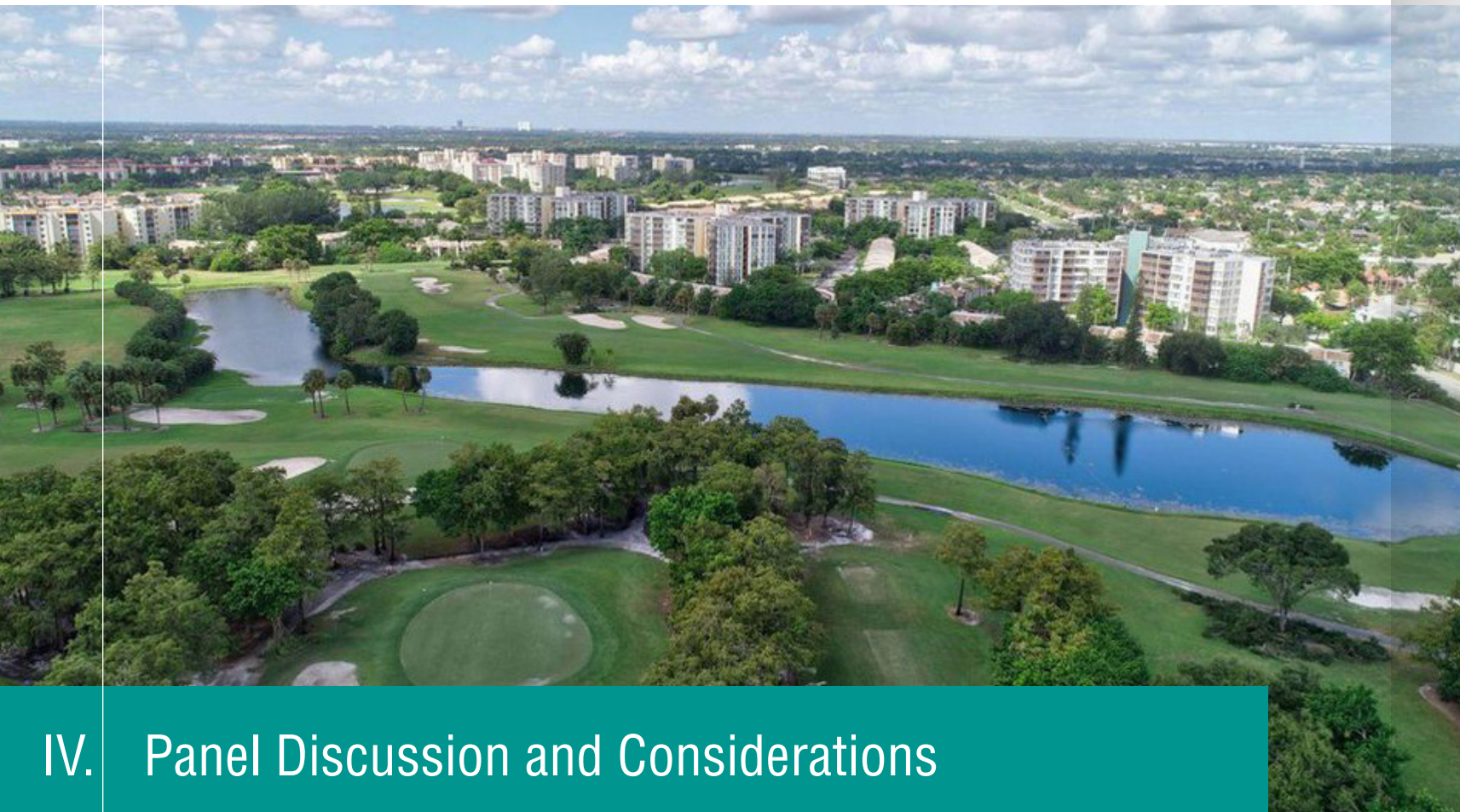
#### MARKET PLACE SITE

The Market Place site is a 13.93-acre site on the northeast corner of North S.R. 7 and West Sunrise Boulevard developed in 1969 with a freestanding, one-story building with 108,700 square feet of commercial space. A K-mart department store occupied the building until the 1990s. The site is adjacent to the Central Broward Regional Park (CBRP), a Broward County owned 110-acre active park with a 5,000-seat Cricket stadium and other recreational facilities. The site also accommodates the City's 1,200-seat LPAC and neighborhood library.

The project site is zoned Commercial Entertainment to allow a mixture of commercial entertainment, commercial recreation and other complementary uses to be planned and developed (as a single operation or an approved series of operations) on one (1) or more parcels joined by and subject to a unity of control. This zoning district is intended to provide greater flexibility than a conventional zoning district.

A key site in the project area has been targeted for a gas station. Before the City considers the proposal, it is looking for ways to leverage development that might support the existing civic and cultural investments already there.





# IV. Panel Discussion and Considerations

**THE CITY OF LAUDERHILL COMPETES** with well-known, more established communities in central Broward County. In order to take full advantage of development opportunities and the community’s growth potential, the Panel recommends that the City work to assess its unique strengths and build a unique, cohesive vision for the city that can be used to guide plans, policies, and decisions regarding new development proposals.

## What Developers Look For:

1. Scale: what size can make the project work?
  - Is there a location where it can be done?
  - Is there a market for it?
2. Low Entitlement Risk: what is the certainty of the development process and the city’s vision?
3. Leadership and understanding of the development process
4. Consistency
5. Staff capacity and capability

**Right:** Residents and visitors attend Jazz Picnic in the Park, a free Jazz concert series held at the Ilene Lieberman Botanical Gardens



## General Considerations

In order to understand the City’s strategic position with regard to each of these proposed development proposals, the Panel focused on guiding the City’s public policy and arming them with the right questions to ask for the community’s development and each future project. The panel recommends that the City reviews its underlying plans and policies before focusing on specific project proposal sites and consider the following points:

- A city’s vision, planning, strategy and guidance underlie its consideration of development proposals. A strategic framework can coalesce development efforts, bring new stakeholders into the process and connect the dots between key investments.
- Moving from mission and vision, the city’s strategic goals should tie back into planning, zoning and policy guidelines. Can the three locations be viewed from a single policy perspective? Will zoning need to be modernized to reduce policy barriers?
- Citizens also play a role in establishing the direction of the City. One of the biggest takeaways from other cities is how they prioritize gathering citizen input. Is there community support for the proposed development projects?
- Well-maintained infrastructure is crucial to leveraging new development. Why and where is the City making public investments near the proposed development sites? What are their expectations for how these public investments in infrastructure can leverage private investment?

## Site-Specific Observations

### THE TARGET SITE

Redevelopment of this site may be a catalyst for the remaining commercial development in the larger neighborhood. If the City were to consider a plan overlay for the site, and possibly the corner to the east as well, the site could be a game-changer for the neighborhood and the entire commercial corridor.

The panel’s first concern is how the City can balance the mix of commercial and residential uses on the site in a way that can possibly attract higher-end residential. The high density 14-acre site sits on the edge of lower density housing and commercial development. How can the number of proposed apartments be reduced to better integrate the site with its neighbors? Could the project be collaborative with

the neighboring residential community using setbacks, a buffer or a height maximum?

Density will also increase opportunities for public transit and also for cross-shopping, creating synergy with neighboring uses. This dense, mixed-use setting is well suited to incorporating public transit access points – the site could trigger creation of a TOD corridor for Commercial Boulevard – thus further increasing the appeal of the project.

### THE INVERRARY HOTEL AND RACQUET CLUB SITE

The proposed addition of 900 units will result in increased density and significant automobile traffic for the planned unit development (PUD). Traffic impacts might be mitigated by the developer through additional impact fees or a voluntary proffer from the developer; or the City could target its own investments to pay for needed improvements.

The City should put the new development in the context of the existing neighborhood and its future needs. New development should also take into account newer market trends around place-making, sidewalk reconstruction, stormwater management, high quality public space and walkability. Will a comprehensive plan change be required to do this development?

The City might be able to use the flexibility and community input process involved in PUDs to allow for the developers to maximize their asset, offset density impacts and fundamentally improve the neighborhood in ways that meet new market trends and create more mobility options.

### THE MARKET PLACE SITE

The Market Place Site is the City’s number one opportunity to create a “gateway” to Lauderhill; activity in this area will impact all of Lauderhill. The original CRA master plan (2006) is still relevant for guiding this project.

The site can be both a new downtown for the City and a regional destination with its mix of parks, culture and commercial sites. Can the County be enlisted as ally – low land basis – to help the City create viable development that supports existing City and County investments?

Other cities have had success in creating town centers and arts districts. The case studies and the lessons learned that the Panel offered for Lauderhill’s consideration can be found in Appendix C.





# V. Recommendations

**THE PANEL’S RECOMMENDATION** for the City’s three project sites are grounded in strategy to guide current and ongoing development project reviews. The Panel suggests a renewed look at the City’s community goals and vision for its overall future growth and development; and it recommends revisiting and strengthening the City’s platform of policy and planning tools to support its vision and goals. Together, a cohesive community vision and clarity in policy and planning can ensure that the City adheres to its goals while growing and attracting new development.

## General Recommendations:

### PRIORITIZE PROJECTS USING A COMMUNITY VISION AND GOALS

One of the panelists put it best when he said, “...You gotta have the vision.” The city can use its vision and leadership to meet new development demand. Vision and goals can drive consideration of project proposals in ways that will help make decisions easier and more consistent, streamline the permitting process and improve communication between developers and the City. The Panel recommends using neighborhood design and charrette projects to drive a stronger sense of place and brand for Lauderhill with things like more attention to parks and recreation programs and a focus on housing maintenance and safety improvements.

### CREATE A REGULATORY ENVIRONMENT THAT GIVES DEVELOPERS BOTH FLEXIBILITY AND CERTAINTY

The City of Lauderhill needs to create a regulatory environment that gives property owners and developers both flexibility and certainty to the maximum extent possible. Flexibility is necessary to overcome the cost and complexity of development. Certainty is necessary to overcome the economic challenges of high land costs, demolition costs and existing market trajectories.

If the City can clarify/streamline its development review process and allow for fast-tracked projects especially in opportunity zones it may distinguish itself in the development community and create leverage for negotiating with developers around development impact.

### CREATE MOMENTUM IN THE MARKET WITH A LAUDERHILL BRAND

A key part of considering a new development project in the City involves repositioning the project area in the marketplace. Catalytic development projects can create momentum in the market place and change perceptions about the City.

The Panelists believe the City can use each of the three project sites in different ways to showcase the City’s brand by both promoting their vision and their tools and investments, e.g., infrastructure investments, civic assets, accessibility to the region’s employment centers, and business and development that has already located in the City.

In addition, the City’s rich diversity represents an opportunity to illustrate how Lauderhill is leading in the region with a fully inclusive, multiethnic population.

### DEVELOP AN ENTREPRENEURIAL SPIRIT: GOAL-ORIENTED LEADERSHIP

Vision and regulatory readiness will position the City for meeting and negotiating with developers. Clarity of vision will allow the City to invest in projects with the greatest impact.

Then, the City should market itself - go to potential developers instead of waiting for them. Tighten up plans with regard to each of the proposed development sites.

With a level playing field among other cities in central Broward right now, a focus on promoting the City’s vision and goals, coupled with making the regulatory process fast, clear, and consistent will single Lauderhill out from the rest.

### CREATE YOUR BRAND: INSIST ON HIGH QUALITY

The biggest challenge that many places face is taking control of their identity and reputation which have been unmanaged for a long time. The City should work hard to strengthen its brand with activities and reasons to be in Lauderhill. Promote Lauderhill via events that bring outsiders in to the city.

A ‘look’ is important - it conveys what you are and want to be, e.g., that the city is safe with affordable neighborhoods and great quality of life attractions.

Be distinctive and prideful of Lauderhill’s Caribbean Culture and fete comradery. Send a message that the community is on the move and that it is progressive in advancing the welfare of its residents.



**Above:** A barbeque smoker stands at one of the City’s many Caribbean restaurants.



# Site-Specific Recommendations

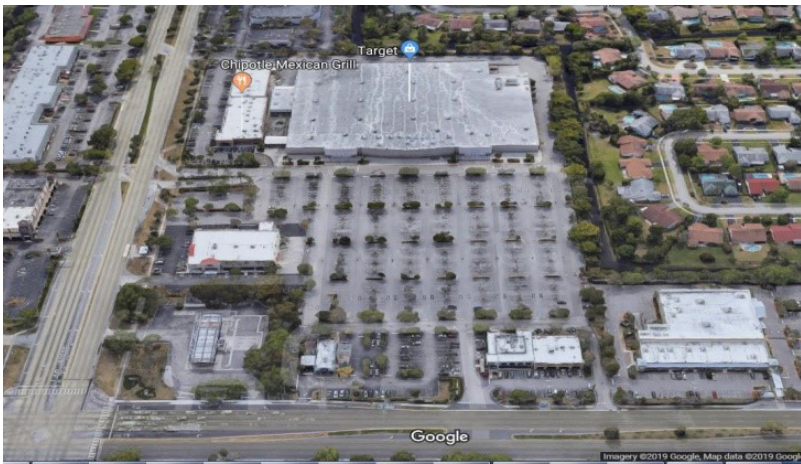
## The Target Site

Residential use can create synergy with retail use, and for this reason the Panel believes that a mix of commercial and residential at the Target site will work. Given current densities in the surrounding community, 300-400 units is about the maximum they would recommend with a commercial mix. The City has enough affordable housing and needs more “second level” or workforce housing - choices are important to attracting Millennials who want both choice and convenience.

The Target site is one of the very few large sites available on a major corridor in Broward County. The City should consider maintaining street-facing commercial uses and integrating housing behind and above it. The site is one of the few opportunities for higher end residential development and also provides an opportunity to link to transit.

Consideration should be made of an overlay or rezoning of the site including an extended east/west corridor. A mixed-use district could provide a land use buffer between existing residential areas and business districts and improve the older strip retail in the area.

One next step might be a neighborhood design process to get design input from the community to ensure project compatibility. The City will want to be sure that the mix and size of the development is suitable and that anchor uses will continually draw people to the project as residents and shoppers.



**Above, Right:** The Target Site, located on the southwest corner of West Commercial Boulevard and Northwest 76th Avenue.



## Key Recommendations

1. Residential use can support and boost commercial uses onsite and at neighboring retail centers.
2. Encourage a commercial mix that communicates with the residential and that activates the corner.
3. Rezoning of the site should include an evaluation of the land uses along the University Drive corridor, looking into the potential for Transit-oriented Development (TOD) and mixed-use options to promote mobility and improve the older strip retail centers in that area.
4. Employ a neighborhood design process with professionals and residents



# Site-Specific Recommendations

## The Inverrary Hotel and Racquet Club Site

The panel believes a zoning change to residential will work for this site. Density is an opportunity; use it to help enhance and improve the right-of-way through the neighborhood. The development proposal should give better consideration to streetscapes/views on Inverrary.

Keep some open space in the project and introduce design guidelines for crime prevention such as better lighting and appropriate levels of landscaping.

Consider age restricted housing such as affordable senior housing that doesn't stress schools or traffic, and add sidewalk continuity for residents to get to commercial services. Consider multi-modal options, including reducing parking requirements and better transit modes. The lift is not that heavy to make this boulevard even more beautiful. compatibility. The City will want to be sure that the mix and size of the development is suitable and that anchor uses will continually draw people to the project as residents and shoppers.



**Above, Top:** The Inverrary Hotel looks out over the Middle River and the Inverrary Country Club Golf Course.

**Above, Bottom:** The Courts of Inverrary is an established condominium community located on the site.

## The Market Place Site

Great cities are measured not only by their commerce but by their unique sense of place and cultural dynamism. Of the three sites presented to the Panel, Panelists believe that the Market Place site is the best opportunity for Lauderhill to create a unique, enduring, walkable and integrated multi-use development that can brand the City and contribute to a vibrant town center.

The park and space around it will very much be affected by the buildings that will surround and shape the space, such as the successful Lauderhill Performing Arts Center. Thus, development here should involve a careful and coordinated strategy to guide ongoing and future efforts.

The Panel believes the City should rethink use of a portion of this site for a gas station - it promotes the wrong brand and will devalue the public investments already in place. Instead, the City should try and control the site by buying back the private parcel, possibly consider additional acquisition, and think more broadly to include and link development goals for the industrial corridor on 38th Avenue.

Recognize the site's current attractions and potential ones by improved signage and with better access and entrance from Sunrise. Use of landscaping and potentially a water feature that links to the city's iconic Inverrary Falls to create a more unique entrance to this distinctive site.

As currently configured, there is a lot of parking in this plan. Can the City apply a shared-use factor for parking? Better use transit such as the BCT Breeze? Develop a shuttle to Central Park? The Panel also wonders whether the City can better leverage the expected \$26 million in expenditures for a garage - and whether the expected parking numbers will generate adequate revenue.

This is a site where a community development district might work, including addressing perceptions of crime and safety in the area with more activation. Activating the property is key and strategies should include keeping people in Lauderhill before and after events at the park and performing arts center. The City should consider creating amenities such as promenades, outdoor seating, public spaces and events that draw people to the development. Activation ideas include food trucks and music; safe places

to take kids, e.g., Extreme action park/jump zone or Top Golf; or sports restaurants with a cricket or soccer focus.

Most importantly, the Panel urges the City to not let opportunities slip away where the City is already well-positioned to shape the market for development on this site with existing tools, such as its nearby opportunity zone, and infrastructure investments. A move from renderings to design criteria, for example, regarding industrial zone redevelopment on 38th Avenue could trigger more robust conversations with developers and business owners.

The link between the changing industrial zone nearby and the Market site is one that should be exploited. Open the roadway connection between 38th Avenue and the park now. Connect these two key sites with improved signage and wayfinding to the park, library and performing art center. Invest in infrastructure to attract private investment there and use streetscape design to create more of a sense of place.

## Key Recommendations

- This is a critical site within the Lauderhill framework, and can become both a new downtown center for the City and a regional destination with a mix of parks, culture, and commercial sites.
1. No gas station - this is a - control the site by acquisition, partnership (with existing owner or County or other), property trade or entitlements leverage
  2. Master plan the site in more detail
  3. Procure a study regarding a recommended mix of uses, create an offering memo
  4. Do community visioning; get specific about the caliber of design
  5. Consider short-term activation of site
  6. Leverage the fact that the site is an opportunity zone. Be prepared to lead, direct, and maximize investments in the zone.
  7. Create a critical mass of activity to inspire follow-on investments by local residents, entrepreneurs, businesses, and other private sources.

# Conclusions

**THIS REPORT OUTLINES** a basic framework along with a set of project recommendations to help Lauderhill be more strategic in its development choices and decisions. It is the Panel's hope that the leadership of the community can take these suggestions and begin the difficult but appropriate task of establishing the City as a desirable place for private investment.

There are tremendous strengths within the City. The variety of housing types and price points - affordability - are an advantage in this market.

Investments in infrastructure, a focus on walkability, emerging economic development strategies and cultural diversity that includes programming at the Lauderhill Performing Arts Center are all remarkable. The Panel believes that the City is well-positioned and should be more entrepreneurial in marketing itself to developers who want to invest in the City.



**MAKE THE LAUDERHILL COMMUNITY** part of the conversation: expand awareness of the City's position and vision by engaging with key partners; take an active role in developer forums.





# Appendix A

City of Lauderhill Technical Advisory Panel (TAP) Workshop  
Sol Siegler Multi-purpose Room at City Hall  
5581 West Oakland Park Blvd., Lauderhill, Florida  
April 29-30, 2019

Day One: Monday, April 29, 2019

12:00 pm – 1:30 pm	Panel arrives, meets over lunch. Joy’s Roti Delight
1:30 pm – 3:00 pm	Bus tour of sites
3:00 pm – 5:30 pm	Panel discussion and deliberation Venue: Sol Siegler Multi-purpose Room at City Hall, 5581 West Oakland Park Blvd., Lauderhill, Florida
5:30 pm – 7:00 pm	Panel discussion with client representatives, surrounding governmental entities (if appropriate), community representatives, neighbors and other interested parties (open to public)
7:00 pm – 7:30 pm	Hotel check-in (for panelists staying overnight)
7:30 pm – 9:00 pm	Dinner, panel discussion – Izzibau Sushi & BBQ

Day Two: Tuesday, April 30, 2019

7:30 am – 8:30 am	Catered Breakfast at City Hall
8:30 am – 10:00 am	Panel work session (closed to public)
10:00 am – 10:30 am	Break
10:30 am – 12:30 am	Panel work session (closed to public)
12:30 pm -1:30 pm	Working lunch (catered onsite)
1:30 pm - 3:00 pm	Panel work session (closed to public)
3:00 pm -3:30 pm	Break
3:30 pm – 5:30 pm	Panel review of Draft Report (closed to public)
5:30 pm – 6:30 pm	Presentation of Draft Report; Q&A (open to City Staff)



# Appendix B: Panelist Bios



**Panel Chair**  
**Eric Swanson**  
Senior Vice President  
Avison Young

Eric Swanson has over 30 years of experience in the development and construction of real estate assets in South Florida, as well as projects in California, Colorado, Ohio, and New Jersey. Mr. Swanson has had the privilege of holding executive positions with Koger Properties, Codina Group, LandBank, the Broe Group and Flagler Development. His primary expertise is in land, office and industrial development. However, his portfolio also includes multi-family residential, retail, and most recently, Public Private Partnerships.

In addition to his real estate development background, Mr. Swanson has had the good fortune to create and run an oil and gas exploration company, managed environmental projects, created a rock mining company and developed ranching and hunting programs in New Mexico, and was responsible for construction, property management and brokerage operations.

Mr. Swanson’s reputation within the industry has been shaped significantly by the ULI code of ethics of respect for the land, the profession, the consumer, for the public, for equality of opportunity, those in the land use and development profession, for the larger environment, for the future, for future generations, and most importantly, respect for personal integrity.

Eric has worked on several high-profile projects including Beacon Center in Doral, Beacon Pointe in Weston, Baptist Hospital in Miami, IBM expansion in Boca Raton, and P3 Projects such as Port Everglades International Logistics Center in Broward County and work at the Miami International Airport.



**Kevin Crowder**  
Founder & CEO  
Business Flare

Kevin Crowder is the Principal of BusinessFlare Economic Development Solutions. He is an IEDC Certified Economic Developer (CEcD) with almost \$600 million in P3 project investment whose primary areas of expertise are redevelopment and economic development planning and implementation, market research, public private partnerships, financial feasibility assessments and government affairs.

Mr. Crowder was the Director of Economic Development for Redevelopment Management Associates from 2013 to 2018, and prior to joining RMA he spent 15 years with the City of Miami Beach and the Miami Beach Redevelopment Agency as the Director of Economic Development and Government Affairs, leading the city’s economic development program and multi-jurisdictional lobbying efforts.

He is a prior member of the board of directors of the Florida Council of Public Private Partnerships (FCP3) and the Florida Redevelopment Association (FRA), and served as chair of the FRA Legislative Committee. He is a member of the International Council of Shopping Centers, the International Economic Development Council, the Urban Land Institute, the Florida Redevelopment Association, the National Trust for Historic Preservation, the Florida Venture Forum, the American Legion and the Craft Brewers Association.



**Lindsay Lecour**  
Senior Vice President  
Atlantic | Pacific Communities

Ms. Lecour oversees the initial due diligence, design, financial structuring and negotiation of complex public private partnerships and nonprofit joint ventures to provide affordable and workforce housing throughout the Southeast.

Having overseen the development of more than 50 multifamily communities worth more than \$1.5 billion, she helps her team identify and resolve issues as early as possible and create value-add opportunities for each development. Ms. Lecour specializes in complex neighborhood revitalizations and mixed-use, transit-oriented developments with housing authorities, nonprofits, religious institutions, and municipal partners. Her experience also includes the first LEED Silver and first LEED for Homes Gold affordable developments in Florida, as well as the one of the first LEED for Neighborhood Development projects in the United States.

Prior to joining the APC team, Ms. Lecour was an associate for a Seattle-based regional investment bank specializing in public finance, and a management consultant in the financial services and nonprofit sectors. Ms. Lecour holds an MBA from Yale School of Management and earned a BA in International Relations from Stanford University, where she studied in Santiago, Chile. Outside the office, Ms. Lecour chairs the Town of Surfside’s Planning & Zoning Board and is an avid yogini.



**J. Michael Marshall**  
Shareholder  
Gunster

J. Michael Marshall is a land use attorney and planning consultant with an educational and professional background in law, engineering and business administration. He represents private and public sector clients, including property owners, developers, financial institutions, title companies, large institutional entities such as hospitals and universities, municipalities and counties in land use, planning and real estate matters.

Michael advises private sector clients regarding property acquisition, due diligence and development yield analysis; title examination; analysis and review of restrictive covenants; and the preparation and review of purchase and lease agreements. He provides guidance and advice throughout the development planning and entitlement process on matters that include large-scale master plans, developments of regional impact, site plans, plats, zoning code and map amendments, comprehensive plan amendments, variances, conditional use approvals and development agreements. Michael appears before county commissions, city councils, community redevelopment agencies, planning and zoning boards and other permit approval agencies in securing such approvals. He has also served as counsel of record or expert witness in land use and real estate litigation matters, such as certiorari review of local government land use decisions, constitutional due process, takings and other property rights claims, state and federal environmental claims, zoning code enforcement actions, actions to quiet title and release properties from restrictive covenants or other encumbrances, as well as landlord-tenant disputes.

In the public realm, Michael has worked closely with local governments in developing and drafting comprehensive plans, special purpose plans, zoning codes and other land development regulations. He has also represented local governments in defending comprehensive plans and land development regulations against both judicial and administrative challenges.





**Renee Miller**  
President  
R. Miller Consulting Group

Renee Miller is the President of R. Miller Consulting Group (RMCG), a public sector consulting firm that specializes in redevelopment and economic development strategies, organizational design, strategic planning, and change management.

Renee has over 20 years of experience in local government management. Prior to starting RMCG, she worked as a professional administrator, spending a majority of her career in the areas of Planning, Government Relations, Community and Economic Development, Community Redevelopment, and Senior Government Administration. With strong ties to the South Florida Community, Renee has worked for agencies such as, Broward County, the cities of Lauderdale Lakes, Miami Gardens, and Hallandale Beach.

Currently, as the President of RMCG, Renee serves as the principal advisor to the cities of Oakland Park and Wilton Manors on community redevelopment and economic development issues. She has lead initiatives with these organizations to implement Public Private Partnership Redevelopment Projects and advance their economic development strategies. RMCG also provides project specific services for other municipalities in the areas of strategic planning, organizational design, and change management.

In line with her commitment to excellence as a professional administrator, Renee gained her Credentialed Manager Certification from the International City County Management Association in 2010, is an active member of the Florida City County Management Association and the Urban Land Institute.



**Douette Pryce**  
CEO  
Pryce Resources

Mr. Pryce is a dedicated and fast track individual in all ventures he partakes and has proven to his colleagues his true talents. He has been recognized and is the recipient of the prestigious ULI 2007 Vision Award for Young Leader of the Year and is also a Finalist award recipient of the South Florida Business Journal/Nova Southeastern University 2007 Up and Comers award. His accomplishments have earned him the respect of his peers within the real estate industry, which include Brokers, Architects, Engineers, Planners, Designers, Attorneys, Bankers and Management Executives.

Mr. Pryce in May 2008 chose to develop his own firm, Pryce Resources LLC, a real estate development and investment advisory company (Owner Representation), that utilizes his many attributes learned through his career. His focus is on the research, development and management of feasible and sustainable real estate projects. His firm's disciplines include site selection, due diligence research and analysis, site-plan design, financial analysis, budgeting, financial reporting, forecasting of new construction and redevelopment management. Mr. Pryce's achievements within his career have honed his skills for troubleshooting a multitude of situations with a strict attention to detail and sure-fire solutions.



# Appendix C: Case Studies and Success Factors

## I. Success Factors: Town Centers and Cultural Districts

- Create a community-driven process to craft a vision of the future
- Consider a special zoning category for mixed use, e.g., live and work
- Find leadership and instigators from diverse businesses and organizations: collaborate
- Link public investment to private; target leverage ratio, e.g., \$5 private to \$1 public
- Identify and brand must be authentic - use local character - existing features, buildings
- Locate near to community meeting spaces, sports complex, parks
- Bolster the cultural capacity of underserved neighborhoods
- Sanction or commission public art, e.g., Wynwood’s RAW partnership with local school
- Consider mobility, street network, sidewalk width, ease of access
- Use networking assets, e.g., themed events, social media, meet-ups

### CASE: THE CITADEL FOOD HALL, LITTLE RIVER NEIGHBORHOOD, MIAMI

The Citadel, a 62,000-square-foot food hall in Miami’s Little River neighborhood, is a multi-use space that incorporates a food hall, shopping, entertainment, and office space. It is a ground-floor food hall with 15 restaurant vendors and a small bar. The Finery, a 9,000-square-foot retail and maker space is for arts-and-crafts vendors. The 33,000-square-foot top floor will serve as the regional headquarters for radio broadcaster Entercom Communication.



Through its concept of creative workspace and gallery, The Citadel is a community-centric hub looking to attract all a diverse group: artists, freelance designers, start-ups, entrepreneurs, techies and artists in order to turn the Little River Neighborhood into a creative hub. The Citadel is using networking to attract visitors and users.

Left: The Citadel food hub in Miami’s Little River Neighborhood. Photos via <https://thecitadelmiami.com/>

**SUCCESS FACTORS REPORT AVAILABLE:** [http://uli.org/wp-content/uploads/ULI-Documents/TP\\_TownCenters.ashx\\_.pdf](http://uli.org/wp-content/uploads/ULI-Documents/TP_TownCenters.ashx_.pdf);  
**CITADEL CASE STUDY AVAILABLE:** [https://ncgrowth.unc.edu/wp-content/uploads/2016/03/2016\\_03\\_WilsonReport\\_03172016.pdf](https://ncgrowth.unc.edu/wp-content/uploads/2016/03/2016_03_WilsonReport_03172016.pdf)

### CASE: WYNWOOD, MIAMI

David Lombardi, president of Lombardi Properties, was originally attracted to the Wynwood area because of its proximity to downtown and the cheap price of its existing warehouses. He began inviting artists every Friday to occupy unused space in a warehouse he owned.

Roving Fridays eventually evolved into the Second Saturday Art Walk, a monthly event that features art openings in galleries, restaurants and shops, advertised as “Miami’s largest block party.” Lombardi was not the only major developer to open his properties to artists and the public. Tony Goldman saw in six abandoned warehouses the potential for a giant outdoor canvas for street art, and in 2009 opened the Wynwood Walls outdoor exhibition space. Graffiti artists and muralists were invited from around the world.

In 2015, the Wynwood Business Improvement District successfully lobbied the City of Miami to create a new zoning overlay in Wynwood. This new zoning district, termed Neighborhood Revitalization District-1 (NRD-1), codified the shift in Wynwood from light industrial and warehouse uses to a mixture of housing, businesses and galleries. In its regulation of building height, streetscape and parking, and in the establishment of a public benefits trust fund, the NRD-1 is very similar to other cities’ zoning code, except that it is administered by a private entity, the Wynwood BID.



Left: Scenes from Miami’s Wynwood Neighborhood. Photos via <https://wynwoodmiami.com/>



# Appendix C: Success Factors: Mixed-Use Development

- Significant level of market demand: market analysis critical
- Three or more uses to be mixed use; anchors set the tone
- Build housing that fills an unmet/underserved need
- Access, connectivity to other land uses, transit, pedestrian ease, parking mgmt.
- Good design: focused on what people need
- Community engagement - early and often: diplomacy with neighbors
- Commercial space should be concentrated so that businesses can reinforce each other
- Policies should work to produce projects that enhance character of neighborhood

## CASE: PROMENADE IN COCONUT CREEK, FLORIDA

In 2004, the Coconut Creek City Commission adopted the MainStreet Design Standards document, which established the vision for a mixed-use, downtown development in the center of Coconut Creek. The Promenade project followed. Completed in 2008, the open-ai red center contains retail, restaurant, and office space. The project received LEED Silver Certification in 2009 and is the home to the City's Annual CocoFest. In 2015, the City welcomed the first movie theater with the opening of Silverspot Theaters in the Promenade. Over 45 brand name stores, local boutiques, and restaurants are located in this 297,963 square foot center.



**Above:** The Aethos restaurant at the Coconut Creek Promenade. Images via <https://www.promenadeatcoconutcreek.com/>

**PROMENADE CASE STUDIES AVAILABLE:** <https://www.completecommunitiesde.org/planning/landuse/challenges-success-mixed-use/>  
<https://www.naiop.org/en/Research/Our-Research/Reports/An-Empirical-Study-of-the-Efficacy-of-Mixed-Use-Development>

## CASE: PLANTATION WALK, PLANTATION, FLORIDA

In 1988, the City of Plantation established the 860-acre Midtown Development District, located in the geographic center of Plantation. Midtown's location near highways and close to Fort Lauderdale was attractive to employment and retail centers. Midtown historically attracted corporations such as DHL, Tradedstation, University of Phoenix, Kaplan University, and, most recently, Baptist Health South Florida. With the implementation of the Midtown Conceptual Master Plan, Midtown has evolved from a traditional suburban business complex to a mixed-use live, work, and play city center. New apartment buildings have been located adjacent to, or as an integral part of, existing shopping centers.

The City and developers' goal for Plantation Walk was to transform the former Fashion Mall into a live-work-play community in west Broward County, integrating retail, office, and residential components into one project. The project is now a \$350 million mixed-use project with retail, luxury rental apartments, Class-A office space and a renovated, 263-room Sheraton Hotel on 27 acres. The pedestrian-friendly atmosphere is intended to create a sort-of Main Street for Plantation including outdoor seating and walkways to encourage easy access between uses.

The Plantation City Council approved plans in December of 2017 for rental apartments, office space and retail and restaurants. Some apartments will be built on top of retail space for a total of seven stories, and two stand-alone apartment complexes would range from eight to 12 stories.

The first part of the project comprising a 160,000-square-foot office building has been completed. Aetna Inc. leased 85,000 square feet in the tower and will move from Sunrise. The second phase of the project has just obtained its construction loan which will finance development of two mid-rise apartment buildings with a combined 404 units and 134,326 square feet of retail. When completed, Plantation Walk will have 700 luxury apartments and 200,000 square feet of retail. The developer is Encore Capital Management, a Boca Raton-based company.



**Above:** Images highlight the mixed-use Midtown Development District's Plantation Walk project. Images via <https://miami.curbed.com/2017/3/23/15042220/plantation-walk-broward-miami>; <https://www.local10.com/news/florida/plantation/goodbye-fashion-mall-hello-plantation-walk>

**PLANTATION WALK CASE STUDY AVAILABLE:** <http://www.plantation.org/Planning-Zoning/aboutmidtown.html>



# Appendix C: Success Factors: Parking Management

- Centralize parking facilities by creating fee in lieu requirements for developers
- Allow redevelopment of surface parking lots if the spaces are not needed
- Reduce or eliminate minimum parking requirements for some or all uses downtown
- Count on-street parking towards minimum parking requirements
- Establish maximum allowances for parking either by use and/or by neighborhood
- Establish flexible parking requirements based on:
  - Alternative mode access (especially proximity of transit, but also pedestrian and bicycle facilities)
  - Expected demographics of residential developments (age, income, other auto-ownership factors)
  - Parking studies providing data to support requests to reduce or increase parking implementation of programs to reduce the need for parking spaces, such as parking cash out, un-bundled parking, shared parking, priority parking for carpools, or car sharing (see parking and transportation demand management)
  - Make parking fit better with a pedestrian environment: invest in landscaping
  - Provide safe, convenient, and comfortable walkways to access parking facilities

## CASE: OAKLAND PARK, FLORIDA

The City has made great strides to be poised for smarter growth through a \$142 million investment in infrastructure; branding its downtown as a culinary arts district with affordable residential and commercial spaces; and, understanding the importance of multimodal mobility (walk/ride/bike). Its mixed use district design guidelines include recommendations that reduce parking requirements - and a proposal for a new downtown parking garage is expected to reduce congestion while providing revenue for the City. The City has also created streetscape design standards to improve the pedestrian experience, and provide storm-water and cooling benefits. Their Downtown Mixed-Use District Regulations provide for shared parking reduction with a determination of the minimum amount of parking required for each land use as a separate use; then multiplying the total required per single use by thirty (30) percent to calculate the mixed-use reduction. Shared parking methodologies have been in use for decades. In fact, the Urban Land Institute’s methodology for shared parking was created in the early 1980’s. Shared parking - and eliminating minimum parking standards - can alleviate traffic congestion and allow for increased density near transit; it can be managed for better efficiency and will optimize existing parking infrastructure. It can also eliminate or reduce the burden on developers to build more parking.

## CASE: CORAL GABLES, FLORIDA

The Coral Gables shared parking ordinance is a model program with the intent of using shared parking to leverage the synergy among different peak parking demand times based on different uses within a mixed-use development. The Coral Gables code also recognizes that the reduction of excessive parking spaces positively affects the aesthetics of building design. In order to maintain maximum flexibility in the application of its shared parking ordinance, the City permits multiple shared parking methodologies including:

1. ULI Shared Parking Methodology
2. City provided shared parking matrix
3. Applicants may provide a parking study supporting a proprietary parking solution

While the Coral Gables parking ordinance is still relatively new, mixed-use projects are now in the pipeline that are taking advantage of the benefits of the shared parking reductions.

**OAKLAND PARK CASE STUDY AVAILABLE:** [https://library.municode.com/fl/oakland\\_park/codes/code\\_of\\_ordinances?nodeId=COOR\\_CH24LADECO\\_ARTXXOAPADOMIUSDIRE\\_S24-270PA](https://library.municode.com/fl/oakland_park/codes/code_of_ordinances?nodeId=COOR_CH24LADECO_ARTXXOAPADOMIUSDIRE_S24-270PA); <https://www.mapc.org/resource-library/creating-a-park-once-district/>

**CORAL GABLES CASE STUDIES AVAILABLE:** <https://www.jdsupra.com/legalnews/case-study-series-benefits-of-coral-67168/>; <https://coralgables.legistar.com/LegislationDetail.aspx?ID=2601296&GUID=F9051102-263D-4F78-B144-277D07B08CA9>





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