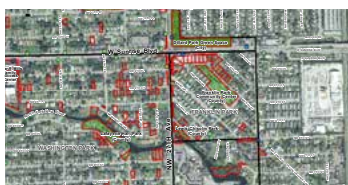


Technical Assistance Panel: Unincorporated Central Broward County Commercial Corridor Study



October 15 and 16, 2014
Broward County, Florida

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Urban Land Institute Southeast Florida/Caribbean District Council Technical Assistance Panels

What Are Technical Assistance Panels (TAPs)?

Since 1947, the Urban Land Institute's (ULI) Advisory Services Program has been assisting communities by bringing together week-long panels of seasoned real estate, planning, landscape architecture, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. Several years ago, the ULI Southeast Florida/Caribbean District Council began providing panel services of one or two days to address specific local government issues in areas such as housing, parking, redevelopment, and future land use development. The District Council has 750 members spread along the east coast of Florida from Indian River County through the Florida Keys and from the Caribbean.

How Do TAPs Work?

A sponsor requests the services of a TAP with regard to a specific issue that can be addressed by a panel of experts in one or two days. The District Council assists the sponsor in refining the scope of the assignment and convenes a panel to address those specific issues. The sponsor works within ULI guidelines to provide background information to ULI panelists prior to the panel's convening. When convened, members of the TAP view the subject site, hear from public and private stakeholders, and then deliberate on the assigned issues. At the conclusion of its work, the panel presents an oral report to stakeholders; that is followed by a written report within approximately six weeks. To ensure objectivity, panel members cannot be involved in matters pending before the sponsor, be working for the sponsor, or solicit work from the sponsor during the panel's assignment period. Panel members volunteer their services to the project.

Who Is ULI?

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 has more than 32,000 members worldwide. The ULI does not lobby or act as an advocate for any single industry. It is committed to providing leadership in the responsible use of land and creating and sustaining thriving communities.

Sponsors and Panel Members

Sponsor

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Vice Mayor and Commissioner, District 1

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Commissioner, District 6

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Special thanks to:

The Urban League of Broward County Empowerment Center
for providing the TAP venue

Panel Members

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Director of Real Estate, Odebrecht USA

Panelists

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Kimley-Horn

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ULI Southeast Florida/Caribbean District Council

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Panel Process and Agenda

Panel Process

The Broward County unincorporated central county commercial corridor study TAP process centered on the following five steps:

- Representatives from the ULI Southeast Florida/Caribbean District Council met with county staff to discuss issues related to developing strategies to encourage development, including economic development, along three connected corridors in central unincorporated Broward County.
- ULI Southeast Florida/Caribbean District Council staff researched the county's goals for the TAP and, based on that research, selected the TAP members who had the expertise most tailored to addressing the issues raised by county staff.
- The TAP received a complete set of pre-meeting briefing materials about the central unincorporated Broward County area and its planning history. TAP members also participated in a tour of the area and were briefed by county staff on the area's challenges and opportunities.
- The TAP session extended over one and one-half days. Its work sessions and public comment meetings were held at the Urban League of Broward County Empowerment Center.
- The TAP, under the leadership of the ULI Southeast Florida/Caribbean District Council, prepared a report on its recommendations and conclusions.



Figure 1

Figures 1 and 2: The TAP working together to develop a set of strategic priorities to encourage new economic investment and development along West Broward Boulevard from NW 27th Avenue to NW 31st Avenue, NW 27th Avenue from West Broward Boulevard to West Sunrise Boulevard, and West Sunrise Boulevard from NW 27th Avenue to NW 31st Avenue.



Figure 2

Panel Agenda

The agenda (included as Appendix A) for the one and one-half day TAP was organized as follows.

On October 15, the panel began its orientation with a lunch meeting briefing about and bus tour of the unincorporated central county area. Broward County staff used the tour route (Figure 4) to acquaint the panel with points of interest in the study area. Following the tour, the TAP held an organizational work session. During that time, the TAP learned more about the study area from county staff. After that, the panel held an organizational discussion and met with stakeholders from the area to hear their views. That evening, panel members participated in a working dinner meeting.

On October 16, the panel spent the morning and afternoon working on the issues that county staff had asked it to address. During the day the TAP narrowed and organized its ideas into a meaningful set of priorities. In the late afternoon, the panel members presented their observations and recommendations to and heard comments from an audience of interested citizens, businesses, and community groups.



Figure 3: The TAP participated in a thorough tour of the unincorporated central Broward County area as part of getting to know the community – its assets and opportunities, its challenges, and the concerns and hopes of those who live and have a business in the area.

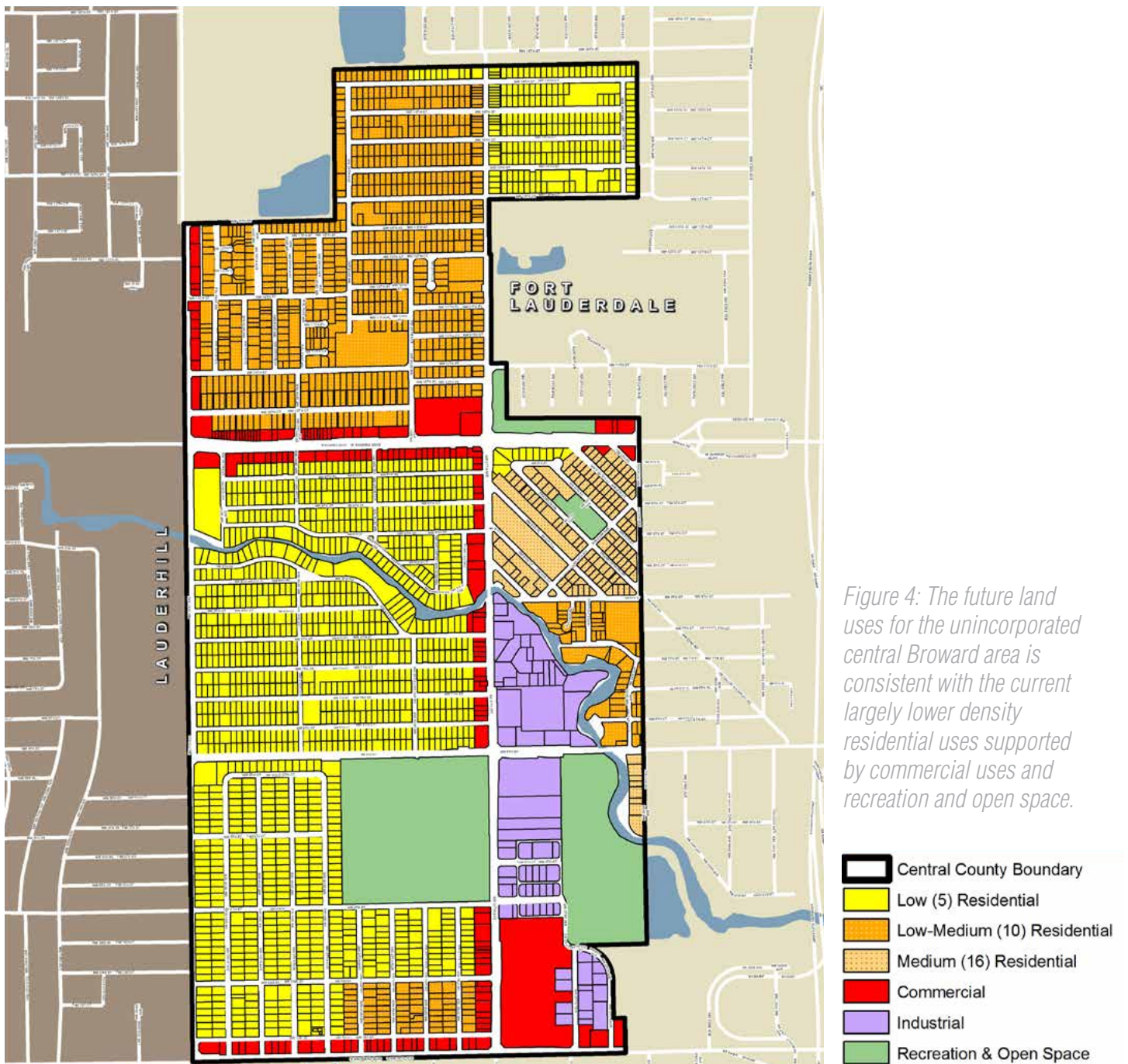
Background: Developing Strategies to Encourage New Economic Investment in Central Unincorporated Broward County

Getting to Know Central Unincorporated Broward County: Key Features

The People – In 2010 the 695-acre central unincorporated area of Broward County contained a little over 6,200 people. Its residents are predominantly younger and have a lower median income than the county as a whole. The area also has

a high concentration of minorities (95.2 percent of the total area population is black). That compares to a county black population of 25.7 percent. Many who live in the area are long-time residents and share a sense of neighborhood pride.

General Conditions – Many of the residential and commercial structures in the area are older and in various stages of disrepair. Because of their age, many of the



structures have deteriorated and are abandoned and underused. The lots are small, narrow, and shallow and line the road frontage in a strip form of development. As a result, most buildings have insufficient parking under the current code, severely limiting redevelopment and revitalization.

Future Land Uses and Zoning – Residential land uses, largely single-family, dominate the area. Commercial uses (generally small local businesses that provide services to area residents) are concentrated along Broward and Sunrise Boulevards and the NW 27th and NW 31st Avenue corridors. A 2012 Zoning Overlay District for the area addresses construction and site requirements for new single-family homes, duplexes, and adult living facilities and prohibits mobile food-dispensing vehicles. The intent is to enhance and sustain the desired quality of life.

Access – The area is well served by its proximity to I-95 and its two major east-west transportation anchors: Sunrise Boulevard to the north and Broward Boulevard to the south. It is also served by a Tri-Rail Station and benefits from public transportation. The east-west Sistrunk Boulevard anchors the center of the area. The area will soon benefit from the Riverbend Marketplace development that will be anchored by a Walmart Supercenter. The development is located directly across Broward Boulevard from the unincorporated central Broward businesses.

Parks – Unincorporated central Broward benefits from a number of parks. They include two resource-based parks (Boulevard Gardens and Dillard Park Green Space) and five activity parks (Central Broward Regional Park, Delevoe Park, Franklin Park, Lafayette Hart Park, and Roosevelt Gardens Park). Since 2006, Broward County has expanded park acreage by 13.24 acres.

Neighborhood Improvements – Currently, \$7 million in neighborhood improvements are underway. They include streetscaping, transit infrastructure, fire station, and Delevoe Park improvements and are in addition to the \$25.5 million invested in stormwater drainage, roadways, sidewalks, and landscaping between 1999 and 2005. The area is also the focus of a targeted code enforcement strategy that takes a problem-solving approach.



Figure 5: Typical streetscape along Broward Blvd. - mid-1970s road expansion eliminated parking in front of businesses.



Figure 6: NW 27th Ave. looking north from NW 2nd St. Complete Streets makeover will change this from five lanes to three lanes with landscaped medians and bike paths.



Figure 7: Sunrise Blvd. looking east in the 2900 block.

Figures 5-7: A mid-1970s road expansion of Broward Boulevard eliminated parking in front of businesses (top image), creating the shortage of parking in the area today. Other street improvements (as in the middle image above showing NW 27th Avenue) created wide roads designed to move cars, not people. The narrow commercial strip characteristic of the area is depicted in the lower image showing the 2900 block of Sunrise Boulevard.

Proposed County Economic Development Strategy

The county's Office of Economic and Small Business Development is working with the Planning and Redevelopment, Housing, and Parks and Recreation divisions to develop a set of proposed programs for corridor development and blight removal in the central county area.

Proposed programs include a:

- Façade/Property Improvement Grant Program
- Business Development/Redevelopment Grant Program
- Revolving Loan Program
- Demolition Program
- Strategic Land Assembly Program.

The programs are designed as starting points in the process, promoting economic investment and redevelopment in the area. Another key tool was the convening of the ULI TAP.

Central County Community Advisory Board (CCCAB)

The county commission also established the CCCAB in 2012 to relay to the county commission the proposals and concerns of the four central county unincorporated neighborhoods of Boulevard Gardens, Franklin Park, Roosevelt Gardens, and Washington Park. The Advisory Board consists of eight members, all of whom reside within the four neighborhoods. In addition to serving as a liaison between unincorporated central county area residents and the county commission, the board is charged with holding meetings with residents and preparing and submitting recommendations for consideration by the county commission.

An updated redevelopment plan for the central county area was also developed by staff and adopted by the Broward County Commission in 2012. The plan contains an overall vision for the area (above) and establishes a common plan goal, objectives, and policies to guide the central county community and further the vision. The overall goal is to “promote the development of an attractive, predominantly single-family residential community that has a unique sense of place,

Central County Vision: Central County will be a safe and desirable neighborhood in which to live, work, and recreate, with clean and attractive streets, buildings, and green space and a vibrant local business community.

Central County Community Redevelopment Plan
October 3, 2012

supports a vibrant local business community, and reflects the values and character of residents.” Objectives to achieve that goal include:

- Enhancing the established predominantly low density residential character of the community and supporting the introduction of new compatible housing.
- Increasing property values and community aesthetics.
- Improving the health and safety of community residents.
- Developing active and passive recreational opportunities within the community that support family activities and enhance the quality of life.
- Enhancing the livability of the community.
- Seeking opportunities in support of successful commercial- and employment-based (re)development that is compatible with the existing and future predominantly lower density residential character of the area.
- Providing safe, efficient, and accessible transportation infrastructure and service to community residents and businesses.
- Promoting the central county community as a great place to live.

Issues for the TAP

The TAP was asked to identify broad strategies and incentives that would create catalytic projects. As outlined in Appendix B, some of the TAP recommendations were to apply to all corridors and others to specific corridors. The recommendations for all corridors were to address how Broward County can best encourage redevelopment in the unincorporated central county area. Corridor-specific recommendations were to address:

- For the West Broward Boulevard corridor, the types of business uses and/or residential uses (depending on suggested land use) that would be recommended for the area in light of the Riverbend Marketplace development (Walmart).
- For the NW 27th Avenue corridor, the types of development that should be considered in the two industrially zoned areas located to the east of NW 27th Avenue and the commercially zoned areas located to the west of NW 27th Avenue.
- For the Sunrise Boulevard corridor, the types of business uses and or residential uses (depending on the suggested land use).

The TAP was also asked to recommend other tools and approaches the county could pursue to support investment and development as well as next steps.

Panel Response to the Broward County Unincorporated Central County Commercial Corridor Questions

"This central area of Broward County is where I spend a great deal of my time. The area is strategically located with close proximity to I-95, a Tri-Rail station, and the city of Fort Lauderdale. It also is important to the county's history, as celebrated in the African-American Research Library and Cultural Center on Sistrunk Boulevard."

Dale Holness
Broward County Commission
District 9



Figure 8



Figure 9

Figures 8 and 9 The African-American Research Library and Cultural Center and the adjacent Broward County Urban League Empowerment Center form a nucleus of assets and community pride to build on.

Setting the Context

TAP chair Eric Swanson began the panel's public presentation of its recommendations by introducing the panel and highlighting the qualifications of each member and the broad range of expertise of the panel members. The panel, Swanson noted, focused on the formation of strategies that could be used to encourage development, including economic development, along three connected corridors in central unincorporated Broward County, specifically:

- West Broward Boulevard from NW 27th Avenue to NW 31st Avenue
- NW 27th Avenue from West Broward Boulevard to West Sunrise Boulevard
- West Sunrise Boulevard from NW 27th Avenue to NW 31st Avenue

One of the TAP's first priorities was to listen to what residents said they wanted for the area and what they saw as the area's strengths and challenges.

What Residents Said About the Area

Participants in the two TAP public input sessions raised a number of common concerns about and hopes for the unincorporated central Broward County area:

- Transportation – the area is one the greatest users of public transportation in the county and also has excellent access to I-95 and to the port; however, better east/west public transportation connections are needed. Attention is also essential to creating convenient and accessible walkways that connect residential and business areas to each other and to transit.
- NW 27th Avenue – residents did not want to see a plan that includes narrowing the roadway connection between Broward B and Sunrise Boulevards. Businesses on NW 27th Avenue depend on easy access, and narrowing the corridor would be problematic.
- Parking – the businesses on the north side of Broward Boulevard suffered years ago when Broward Boulevard

was widened and right of way was taken away from the businesses. Parking is very limited and hurts the business opportunities on that major thoroughway.

- Destination – people need more reasons to visit the area. One reason is the area's history (building on the African-American Research Library and Cultural Center) and other potential attractions such as the North Fork of the New River that flows through the northwest section of the Fort Lauderdale and a portion of unincorporated Broward County.
- Economy – the unemployment rate in the area needs to be addressed as well as the difficulty in opening a local business because of the shortage of parking due to the age of the sites and the current city requirements. That lack of parking is due to site constraints and the challenges in meeting existing city parking requirements. It is also one of the biggest barriers to business development and new investments in the area and needs to be addressed, residents emphasized.
- Education – more after-school educational facilities are needed. For example, residents need places where students can go after school and learn more about computers, technology, and other job and life skills.
- Safety – concerns about safety need to be addressed before more people will want to visit or live in the area. Better lighting is one solution. Another is to capitalize on the Broward County Sheriff's Office in the area.
- Time to Act – the area has been the subject of many plans that ended up gathering dust. The need now is to make something happen. As one resident observed, "the county needs to replace its book of "no" with a book of "yes."

TAP Observations about the Study Area

In response to the questions it was asked to address, the TAP noted the strengths of the study area in terms of making it more:

- Conducive for public and private investments, especially along the corridors where the potential for jobs is the greatest. Investments should be targeted, the TAP emphasized, to the areas where they will have the greatest positive impact and improve the live-work-play-shop experience.
- Competitive for sustained economic development, including the creation of jobs and additional retail opportunities.

"The unincorporated central county area is characterized by residents and businesses that have a strong pride in place, as evidenced by the number who attended the two TAP public input sessions. They care about the aesthetics of the area and are proud of its history and culture. They also share a desire for more jobs in the area and recognize its strategic location in the county."

The ULI Technical Assistance Panel

Area strengths to build on include:

- A real sense of pride in the community and its appearance and the desire to maintain the community's rich history while seeking to make necessary changes to be more competitive.
- An excellent central location in Broward County.
- Active participation by the community and a strong desire to grow jobs.
- Sound ideas from earlier studies that now need to be implemented, including changing the current restrictive zoning.

The area's strengths provided the organizing framework for the TAP recommendations and the goal to create a strong sense of place that builds upon the area's cultural, educational, and infrastructure assets (Figure 10 on the following page) and focuses on opportunities to live, work, play, and shop.

The Predicate for Successful Development and Economic Investment

- Axiom of "location, location, location" still holds true – accessibility for customers and employees.
- Visibility to target market.
- Available Infrastructure – water, sewer, drainage, roadways.
- Safe environment for residents, customers, and employees.
- Predictability in approval/enforcement process.



Figure 10: The TAP's recommendations focused on building upon existing community assets (above) that contribute to a shared sense of place and support making the area more competitive for new investments. The challenge, the TAP noted, is to package and use those assets to attract new investments.

TAP Recommendations

To avoid recommendations that sit on a shelf and gather dust, the TAP organized its recommendations around the theme of “getting it done,” centering on the following topics:

- Identifying near-, mid-, and long-term priorities and implementation strategies.
- Leveraging opportunities and existing assets.
- Building a healthy community.
- Moving ideas to reality.

Identifying Near-, Mid-, and Long-Term Priorities and Implementation Strategies

Near-Term

The TAP recommended two principal near-term priorities and related strategies:

1. Reinforce north (at Sunrise Boulevard and NW 27th Avenue) and south (at Broward Boulevard and NW 27th Avenue) entry nodes into the community. Such nodes should be distinguished by using gateway features and facilitating commercial opportunities. Specifically:

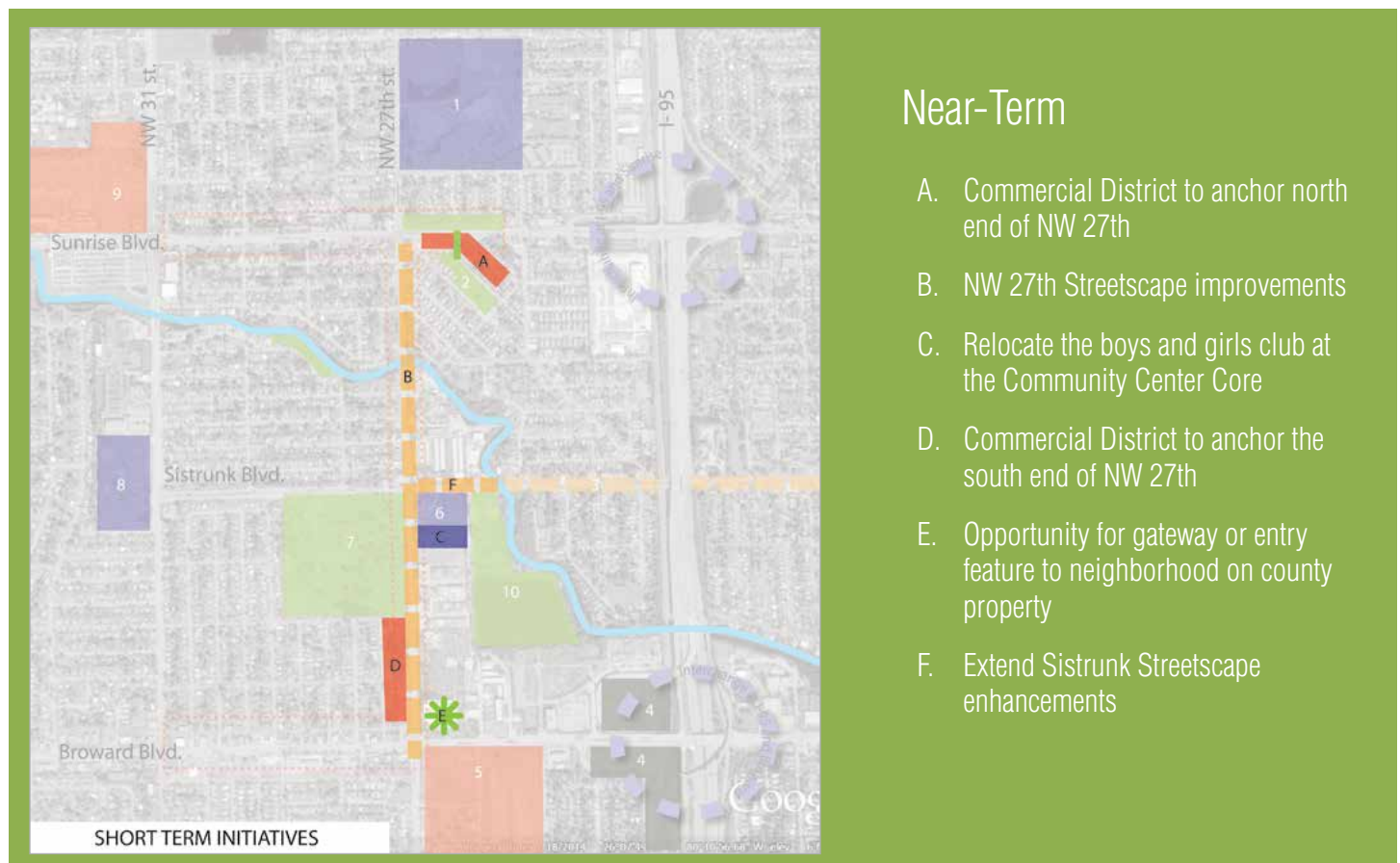
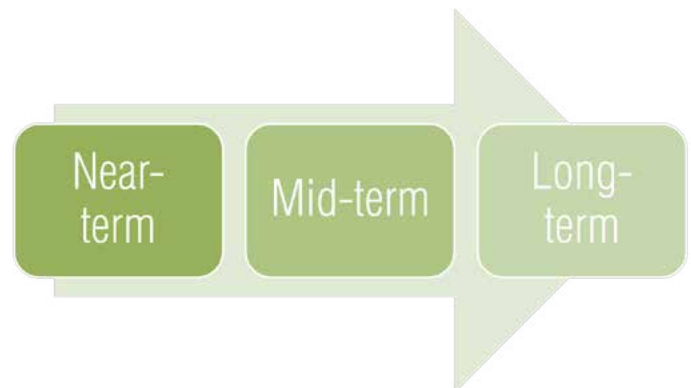


Figure 11: Listed above, the TAP recommended a range of near-term priority strategies that included creating commercial opportunities, and distinguishing gateway features, extending the Complete Street treatment on the part of Sistrunk Boulevard east of I-95 to the part in unincorporated central Broward County, establishing a community center that builds on the Broward County Urban League Empowerment Center and African-American Research Library and Cultural Center, and providing a place for the Boys and Girls Club. Another near-term strategy is to encourage mixed-use redevelopment that leverages the new Riverbend Marketplace development to the benefit of the community, utilizes shared parking, and creates a memorable edge at the northeast corner of Sunrise Boulevard and NW 27th Avenue on county-owned land.

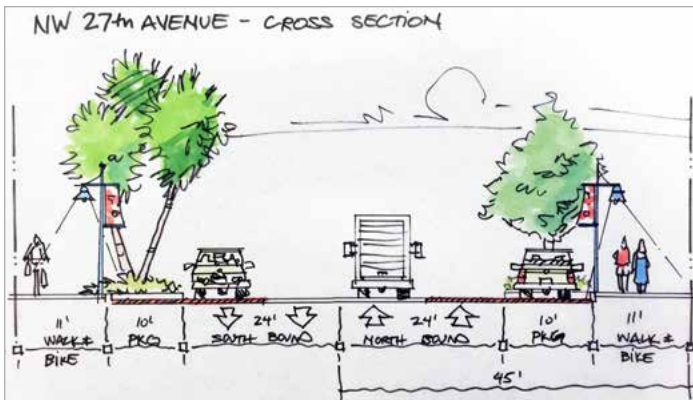


Figure 12

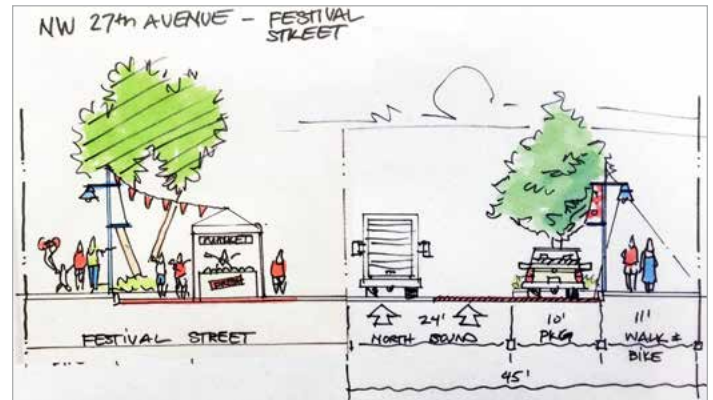


Figure 13

- a. For the north node, the panel members recognize that the 2007 staff recommendation and related county plans call for the construction of 17 single-family homes on the southeast corner of Sunrise Boulevard and NW 27th Avenue. They also call for specific infrastructure improvements to facilitate the siting of that residential development. One of those improvements will be a decorative concrete barrier that the county agreed to build along Sunrise Boulevard behind the proposed homes. The residential uses stem from residents' concerns about the commercial uses at the southeast corner that developed in the 1950s (clubs and a liquor store) and became neighborhood nuisances. As a result, the adjacent community asked for change. The TAP members also recognize that although reintroducing more desirable commercial uses on the southeast corner poses site-specific challenges, the importance of the southeast corner as a gateway into the neighborhood cannot be overstated. If residential development on the corner acreage does not proceed as planned, the TAP recommends that neighborhood-oriented commercial uses be reconsidered, either through a sale or a long term lease, with the balance of the vacant land being used for residential development.
- b. For the southern node, encourage façade enhancements and create common parking lots for shared use among multiple property owners. Also encourage reuse or redevelopment of large aggregate parcels. Applying some "mixed e-parking (a guidance system that helps visitors find parking faster) calculations could also lessen the burden of the amount of parking required by code.
2. Create a vibrant and safe "main street" corridor along NW 27th Avenue. Specific actions to consider are:
 - a. Enhancing the community center.
 - b. Linking parks and recreational spaces.
 - c. Relocating the Howard Reitman Boys and Girls Club near a park that can be used for outdoor recreational uses. That location should be near the current core and future urban center at NW 27th Street and Sistrunk Boulevard.
 - d. Preserving and promoting the area's historical heritage.
 - e. Installing traffic calming features such as on-street parking and an enlarged pedestrian zone that produces a feeling of safety.
 - f. Creating multi-purpose, flexible street space (could include using a road lane on a temporary basis) that can be the focus for festivals and special events.



Figure 14: The TAP's mid-term strategies (above) focused on the three principal east-west connecting roads serving and defining the unincorporated central Broward County area. Longer-term strategies (below) emphasize creating greater density in the area's central zone at NW 27th Avenue and Sistrunk Boulevard and providing greater pedestrian and biking connections along and boat access to the North Fork of the New River.

Mid-Term

The TAP-recommended mid-term strategies centered on enhancing the area's three main east-west road connections.

1. Closing selected north-south streets intersecting Broward Boulevard to provide additional areas for shared parking and/or enable larger sites for redevelopment. That will also create some walkable areas along the northern side of the existing commercial properties along Broward Boulevard.
2. Providing side yard parking and façade enhancements and purchasing existing single-family homes for additional development along Sunrise Boulevard.
3. Adding pedestrian and street lighting improvements for the extension of the Sistrunk Boulevard Complete Street treatment.

Roads, the TAP observed, should be a friend, not enemy, to neighborhood buildings and community livability.

Long-Term

1. Making the intersection of NW 27th Avenue and Sistrunk Boulevard the community's epicenter over time by providing for higher density residential (multi-family and senior housing) and additional commercial development. More residential development is needed to make the additional commercial uses work.
2. Creating and better connecting accessible recreational spaces along the North Fork of the New River.



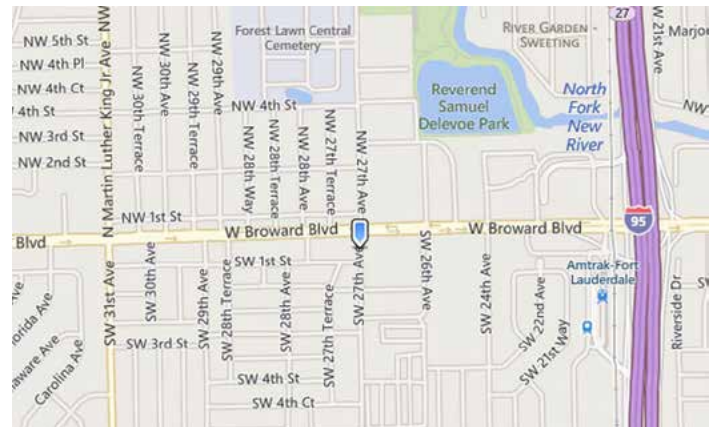
Image Source: Gatlin Development

Building a Healthy Community

Creating the competitive, sustainable communities of today involves:

Encouraging an active lifestyle for local residents through the development of bike and walking trails. Strategies to encourage greater physical activity include:

1. Using sidewalks and bike trails to connect areas of major development (such as the new Riverbend Marketplace) to city parks and schools.
 - a. Improving signage to educate and familiarize residents about the area's connecting system of trails and sidewalks.
 - b. Encouraging more walking and biking as viable and safe alternatives to the use of automobiles for shorter trips. The benefits are improved health through greater physical activity, less congestion of roadways, and a reduced need for parking.
 - c. Providing a mix of land uses in close proximity.
 - d. Increasing biking options by improving the supporting infrastructures and providing education on bicycle safety for all ages.



Figures 16 and 17: Located on the south side of Broward Boulevard where it intersects NW 27th Avenue, the new Riverbend Marketplace development provides an opportunity to attract customers and potential new residents to the unincorporated central county area. The 186,693-square foot Walmart serves as the development's anchor store. The new development is within easy walking distance of the Fort Lauderdale Tri-Rail station located just west of I-95.

2. Using vacant lots and other underutilized areas that do not contribute to the community for recreational opportunities and public gathering places that serve as central hubs of positive activity. Such areas should be easy to access by walkways and bicycle paths and could involve both passive and active (playgrounds, for example) spaces. To create such desirable places, attention should be given to:
 - a. Removing dangerous and undesirable materials.
 - b. Increasing safety and accessibility through improved lighting and visibility.
 - c. Adding public amenities such as benches, public restrooms, drinking fountains, and biking and walking infrastructure.

Those same vacant lots and underutilized areas could also be used in the development of community gardens or urban farms that provide healthful food options and can be used to reclaim unproductive and vacant land parcels and foster a sense of community. Locating urban farms or community gardens in proximity to other uses such as playgrounds and schools will provide improved visibility and access. Education about gardening and the benefits of a healthy diet should be a part of the program, especially for children and young adults. Education could be provided through the Boys and Girls Club or the African-American Research Library and Cultural Center. Florida's Farm to School program <www.freshfromflorida.com/Divisions-Offices/Food-Nutrition-and-Wellness/Nutrition-Programs/Assistance-for-Sponsors/Farm-to-School> also focuses on providing fresh, healthful food. In that program, local farms partner with K-12 schools to provide Florida's children with nourishing, locally grown fresh fruits and vegetables in school cafeterias.

In summary, using vacant lots and underutilized areas for biking and walking paths, recreational areas, and community and urban farming will contribute to a strong sense of community and encourage healthy lifestyles.



Figure 18: The Miami River Greenway is a developing trail that will create an integrated network of neighborhoods, businesses, cultural attractions, and public parks along both banks of the Miami River. Development of the trail is a joint project between the Miami River Commission and the Trust for Public Land. When complete, it will be a scenic, paved 10-mile trail featuring historical markers, information kiosks, public art, decorative lighting, and benches.



Figure 19: Located in the Northwood Village area of West Palm Beach, the Village Greens Community Garden is one of two city-designated community gardens to demonstrate sustainable living principles such as chemical free gardening, solar power, and water conservation practices. Access to the garden is free.



Moving Ideas to Reality

A variety of tools will be required to turn the ideas for unincorporated central Broward County into reality. Those tools, which are consistent with prior plans, include:

1. Putting in place a favorable regulatory environment. That should include:
 - a. Replacing the current perception of a county book of “no” with a clear sense of what the county’s desired end product is.
 - b. Amending the zoning and land use regulations to allow a mixed-use, flexible zoning district and increased land use densities along the corridor. Also amend the existing non-conforming sections to allow the use of existing buildings and sites.
 - c. Adopting design guidelines and working with code enforcement so that buildings can evolve as the market changes and still provide for the safety and welfare of the public.
2. Establishing and sustaining a leadership structure that:
 - a. Will champion the unincorporated central county area and help it become more livable and competitive as a place to live, visit, and invest.
 - b. Can effectively implement the community’s vision and be responsive, flexible, and focused on eliminating the traditional bureaucratic delays that too often serve as barriers to getting things done. Without an entity that provides leadership and advocacy, the TAP observed, all the time, energy, and money spent by the community and the county over the last 28-plus years will not allow unincorporated central Broward County to reach its full potential.
3. Activate and empower with dedicated resources the Central County Community Redevelopment Agency (CRA) that has its own board representative of the community and can focus on the specific needs of unincorporated central Broward County. The CRA is also positioned to remove impediments to investment. The TAP recommended that the CRA:

- a. Locate its office at the new urban center at NW 27th Street and Sistrunk Boulevard.
- b. Create tactical team with key county departments and staff to develop a streamlined building permit and planning process, develop zoning and land use regulations and design guidelines, and take a holistic approach to code enforcement to address issues such as non-conforming uses, structures, and sites. Additional features could include putting in place a fine abatement program and heightening the presence of the Broward County Sheriff’s office.
- c. Establish and manage a capital project budget. That should include allocating to the Central County CRA a dedicated income stream from Tax Incremental Financing (TIF) funds that are now being directed into the general county fund.
- d. Include local representation on the CRA Board, and not limit participation to elected officials.

Roles and responsibilities of the Central County CRA would include:

- Owning and controlling property.
- Reviewing and approving redevelopment plans.
- Reflecting the desires of the community (residents and businesses).
- Holding monthly (regular) board meetings and quarterly or more, as needed, community-wide meetings. All activities of the CRA should also be transparent.
- Hiring a full-time Executive Director who can leverage dollars, support board actions, engage the community, be an excellent communicator, have a knowledge of the development and government process, and be an experienced administrator

“The mantra for unincorporated central Broward County should be ‘we’re getting it done this time.’ That will require a specific focus on the area’s needs and assets and the how of getting things done. Without action, the community will decline, depriving the county of a net positive tax base.”

The ULI Technical Assistance Panel

TAP Concluding Comments

The common denominator in successful development across the county is the involvement of the community and the Board of County Commissioners, noted the TAP in its closing comments. “If you want things to change, you need to be the champions for change. Who among you is that champion? And who is ready to act? If not now, when?”

In order to make that “when” now, the next steps are to:

- Identify and prioritize implementation strategies.
 - Near term – focus on NW 27th Avenue, the area’s main street. Reinforce it at its southern (Broward Boulevard) and northern (Sunrise Boulevard) ends. On the street itself, create a safe, walkable environment that provides access and parking for local businesses; invest in a positive pedestrian zone and public gathering places; and feature the area’s rich history and cultural heritage.
 - Mid-term – invest in the area’s three main east-west roads (Sunrise, Sistrunk, and Broward Boulevards), provide additional parking, add pedestrian improvements and lighting, and facilitate additional development and façade improvements.
 - Long-term – transform the intersection of NW 27th Avenue and Sistrunk Boulevard into the area’s epicenter by attracting additional commercial development, along with residential to make the commercial a success; also create strong connections with the North Fork of the New River through accessible recreational space and greenways.
- Leverage opportunities and existing land assets. The investment in and projected high traffic going to the new Riverbend Marketplace presents a unique timely opportunity to expose and draw marketplace visitors (and potential new residents) to the NW 27th commercial corridor, form beneficial partnerships, and increase transit services. Significantly leveraging existing land assets to generate additional growth and development funding is also important.

“The unincorporated central county commercial corridor is well positioned to attract future growth and investment. The area benefits from its central location, available infrastructure, and access to transit. It also benefits from two essential ingredients for success: residents’ pride in their community and the support of the Broward County Board of County Commissioners. The final piece of the puzzle is strong citizen champions who can work in partnership with the county.”

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- Build a healthy community. Attention to making the area more walkable and bikeable will result in healthier residents and attract new ones interested in a more active lifestyle. Strategies include providing for a mix of land uses in close proximity and connected systems of walking and biking routes, developing attractive recreational spaces, and establishing community and urban gardens with easy access to healthy food.
- Move ideas to reality. Strong leadership (public and private) that has the capacity and tenacity to see the vision through. Overcoming obstacles along the way, celebrating successes, and providing an enabling regulatory environment are critical ingredients. Also pivotal is empowering the existing CRA and providing it with meaningful financial resources that are dedicated to benefiting the community. The Board of County Commissioners bringing in the TAP at this key juncture and so many residents who demonstrated their commitment to the area by attending the TAP meetings create a strong foundation for moving forward.

Appendix A: TAP Agenda

ULI Southeast Florida/Caribbean
Technical Advisory Panel (TAP) Workshop
Broward County Broward/NW 27th Ave./Sunrise Corridors Agenda
October 15 and 16, 2014

Wednesday, October 15th

12:00 – 1:30 pm	Panel arrives, meets over catered lunch (county staff invited) Urban League of Broward County Empowerment Center 560 NW 27th Ave, Fort Lauderdale, FL
1:30 – 3:00 pm	Van tour of study area corridors; Leaving from lunch venue, tour led by county staff
3:00 – 5:30 pm	Panel Organizational Discussion, Urban League Workroom
5:30 – 7:00 pm	Panel Discussion with Stakeholders (Public Meeting), Urban League of Broward County Empowerment Center.
7:00 – 7:30 pm	Travel to Riverside Hotel and Check-In, 620 E. Las Olas, Fort Lauderdale
7:30 – 9:00 pm	Dinner & Discussion (county staff invited), Timpano's Restaurant, 450 E. Las Olas (Martin Room)

Thursday, October 16th

7:30 – 8:30 am	Breakfast at Hotel, Riverside Hotel
8:30 – 10:00 am	Panel Work Session (closed to public), Urban League Workroom
10:00 – 10:30 am	Break
10:30 am – 12:30 pm	Panel Work Session (closed to public)
12:30 – 1:30 pm	Working Lunch (catered onsite)
1:30 – 3:00 pm	Panel Work Session (closed to public)
3:00 – 3:30 pm	Break
3:30 – 5:00 pm	Panel Review of Draft Recommendations & Power Point Prep (closed to public)
5:30 – 6:30 pm	Presentation of Draft Report (Public Meeting); Questions & Answers, Urban League of Broward County Empowerment Center

Appendix B: Questions and Focus

The focus of this TAP is the formation of strategies to encourage development, including economic development, along three connected corridors in central unincorporated Broward County. Most specifically, the TAP panel will direct its efforts to three corridors described below:

- West Broward Blvd. from NW 27th Avenue to NW 31st Avenue;
- NW 27th Avenue from W. Broward Blvd. to W. Sunrise Blvd.; and
- West Sunrise Blvd. from NW. 27th Avenue to NW 31st Avenue.

By concentrating its attention on these corridors, the panel will identify broad strategies and incentives to create catalytic projects. Since this is such a broad area, recommendations will be broad in nature and apply to the corridors as a whole. Specific plots that are key for the stimulation of development and redevelopment may be identified by the panel.

As part of this project, the panel is asked to review prior studies and analysis of the area. The panel is asked to address the following questions for the three corridors outlined above:

For All Corridors:

- How best can Broward County encourage redevelopment along study area?
 - What public sector actions need to take place to make this corridor attractive for a public/private partnership project? For market-rate investment?
 - What land use and zoning code changes/specific policy changes would make the unincorporated area more attractive to public and/or private sector development?
 - What infrastructure improvements need to be made?
 - How could these improvements be funded?
 - What conditions or incentives could attract private sector investment to the corridors?

Corridor-specific Questions:

- For West Broward Boulevard Corridor:
 - What type of business uses and or residential use (depending on suggested land use) would be recommended for the area in light of the Riverbend Marketplace development (Walmart)?
- For the NW 27th Avenue Corridor:
 - What types of development should be considered in the two industrially zoned areas located to the east of NW 27th Avenue:
 - north of the Broward Sheriff's Office/south of the Urban League Community Empowerment Center; and
 - north of Sistrunk Blvd./south of NW 8th Street and how should that development be incentivized?
 - What types of development should be considered in the commercially zoned areas located to the west of NW 27th Avenue?

- For Sunrise Boulevard Corridor:
 - What types of business uses and or residential use (depending on suggested land use) would be recommended for the area?

Overall:

- What other tools, techniques or capacity are recommended for the County to pursue that will help support investment and development on these sites?
- What are the recommended next steps?



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