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Institute**

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A Snapshot of Industrial Uses in Light of COVID-19

As other segments of the real estate business adjust to challenges presented by the COVID-19 pandemic and economic recession, the industrial sector is looking to capitalize on greater demand for its facilities resulting from the explosion of e-commerce, panelists said at a Trends and Outlooks session during the ULI Virtual Fall Meeting.

From a broader perspective, Austin (Damon Austin, managing director, capital deployment, West region, for logistics giant Prologis) expects the industry to follow customers and businesses as they move from center cities to outer rings, focusing less on distribution hubs in the inner ring of cities—where it is hard to find or entitle property for industrial use—and more on multiple urban infill hubs in second- or third-ring areas. “It’s less about a single bullet right in the center of Manhattan, right in the center of San Francisco, and maybe thinking about it a little more holistically, for where the consumption pockets are,” he said.

Source: “Industrial Sector Adapts and Prospers in Response to Pandemic, Speakers Say”, Jim Mulligan, ULI, October 26, 2020

Executive Summary

Market study research shows that the current industrial uses in the Hollywood Industrial Park are strong, especially in light of the global pandemic, with opportunity for a new industrial distribution center or build to suit design center. The City has seen new development interest in the Park that are industrial light and creative uses like design showrooms, a soccer academy with outdoor soccer field, hotel and creative arts industries. Recent upgrades to the Atlas building with the Kravet showroom anchor illustrate how parking, facades and specific uses can improve the Park's appearance and ability to attract more walkable and higher end uses. But these two very different types of uses, industrial and walkable high end, have competing needs in terms of parking and circulation, noise and appearance. A redevelopment strategy would help maximize financial value and placemaking.

The case studies presented are examples of how other cities have amended their zoning and land use in Industrial districts to attract more walkable uses with existing and new structures, while preserving the existing industrial uses that are working well. All three case studies started with a unified vision and used a combination of new zoning, special districts and urban design improvements. Both Wynwood and DTLA ROW added incentives to promote redevelopment that preserved light industrial uses, addressed parking and upgraded the district's look and image with modified zoning overlay.

This report offers different opportunities to create an overlay for walkable districts, enhanced streetscape, smaller blocks with pedestrian paths, open views to the canal, façade standards and specific uses through incentives, similar to those used for the Wynwood case study. Design standards should be developed for these new elements including standards for new buildings and existing basic "box" building façades to improve the quality, compatibility and permanence of design found throughout the district.

As it relates to parking, the LPT recommends the City consider making existing parking spaces more convenient to nearby residents and businesses. The current Design Center has an inefficient use of existing parking capacity. Local zoning ordinances, building codes and other development practices have resulted in an oversupply of parking spaces and an inefficient use of existing parking for certain lots. A proposed new site on N. 28th Terrace can support new on-street parking adding approximately 100 parking spaces within blocks of the proposed 29th Court Subdistrict.

We also recommend capital improvements for overall walkability in the short term with new sidewalks, planting of shade trees, benches and the connection to the Tri-Rail Coastal Link Station with a greenway under the Sheridan Street bridge. Specific opportunities include redesigning the industrial park's main road, North 29th Avenue with a linear park, enhanced median with landscaping and bike lane or on street parking to narrow the crossing distances. A second opportunity is to evaluate making 28th Terrace a one-way road to improve its appearance from the highway with sidewalks, on-street parking and landscaping. Additional opportunities are a waterway promenade

on the canal, enhancing secondary streets for additional connectivity and a branding strategy with urban design elements.

Introduction

The **Leadership Project Team (LPT)** was tasked by the ULI to assist the **City of Hollywood (South Florida Design & Commerce Center)** with a review, analysis and recommendations for the redevelopment of a 170-acre industrial area developed in the 1970's recently rebranded by the City as the South Florida Design and Commerce Center. Due to its ideal location fronting I-95 and providing convenient access to the port and airport, the area has attracted several design showrooms and includes aviation, aerospace and logistics companies as well. The City wants to encourage the continued redevelopment and investment in this area.

The City poses the following five questions for the Team:

1. How can the City encourage investment in the area by existing owners and new investors?
2. How can the City utilize the location of the property within a mile of a TriRail stop to encourage transit use? What other transportation initiatives does the City need to implement to enhance transit connections?
3. What strategies could the City implement to enhance parking and pedestrian traffic?
4. How can the fact the area is located within a federally designated Opportunity Zone be utilized to encourage redevelopment? What additional steps can the City undertake to promote this advantage?
5. Are there examples of industrial areas around the country that are like this one in redevelopment? What lessons can be learned now to encourage the successful revitalization of this area?

After meeting with the City of Hollywood in early January 2020, including members of the Economic and Community Development staff leadership, the feedback received was that City of Hollywood seeks to update the current zoning and land use, evaluate parking challenges, connection to public transportation opportunity, and the nearby Yellow Green Market and Dania Point. As a result, the project scope was modified to focus on the following areas:

- Market Study and Feasibility
- Current versus Proposed Zoning and Land Use
- Parking and Infrastructure
- Transportation and Mobility
- Façade Improvements and Design Standards

Project Mission Statement: *To analyze existing zoning and land use and identify strategies that will attract the desired mix of uses while proposed strategies for current challenges and funding sources.*

Following the meeting in January, the LPT toured the area and met with business owners. The LPT also conducted research of similar industrial areas around the United States. Team member background and expertise was also applied in relevant areas. Research findings were presented to the City of Hollywood with recommended strategies. It is important to note that this report is not a comprehensive analysis of infrastructure and nor was testing completed on the proposed land use and zoning changes. Rather, this report intends to provide a high-level perspective to aid the City of Hollywood with options for further review and testing.

Chapter 2: Market Analysis

I. Overview

The City of Hollywood is a beachfront community located in southeastern Broward County, midway between Miami and Fort Lauderdale. It is Broward's third-largest municipality with a population of approximately 153,000 residents. Hollywood is home to more than 60 parks, seven golf courses, seven miles of beaches, and the Hollywood Beach Boardwalk, a promenade that stretches nearly 2.5 miles along the ocean. Named one of America's Best Beach Boardwalks by Travel+Leisure magazine, this brick-paved adventure hosts pedestrians, joggers, bicyclists, in-line skaters, and many other tourists and locals who enjoy an active lifestyle amenity.

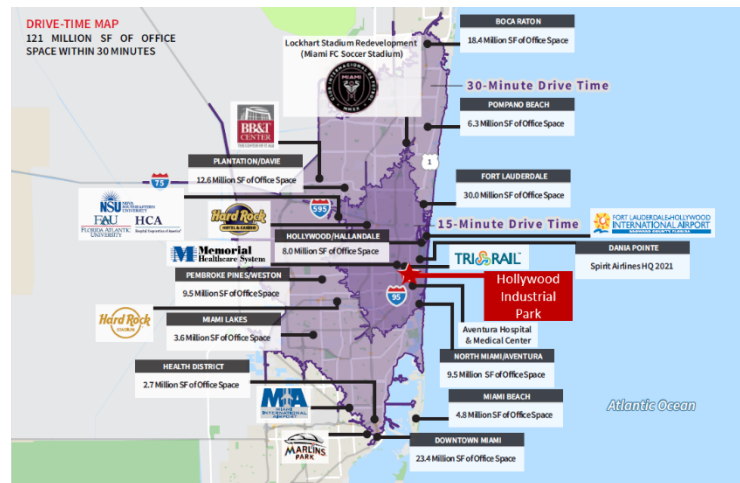
Only 4 miles from the site is the Seminole Hard Rock Hotel and Casino that recently completed a massive 3-year, \$1.5 billion renovation that added a new 36-story guitar shaped tower with 638 rooms as well as a 13.5-acre lagoon style pool. This Vegas style resort is a significant local employer and a popular year-round tourist destination.

The Hollywood Beach Boardwalk, a popular attraction since the 1920s, has recently been upgraded and beautified by the city, with several added amenities including: 3 oceanfront parks, free weekly live music series, trolley service, a farmer's market, and many aesthetic upgrades. Additionally, the 369-room Margaritaville Hollywood Beach Resort was recently completed and there are plans to add another 200 rooms to it.

Located 6 miles from the site, Port Everglades is currently the second largest cruise port in the world, only behind Miami, and is set to further expand after a recently approved 20-year plan. The new expansion is the largest in the Port's history and will allow for additional Super Post-Panamax container ships. Additionally, CenterPoint Properties is completing a state-of-the-art International Logistics Center on 17 acres of the Port land nearby.

Florida air travel now accounts for the second most traffic in the US, driven in part by the growth and expansion of the Fort Lauderdale-Hollywood Airport that recently completed a \$2.4 billion expansion. Situated approximately 10 miles from the site, the airport is a major hub for Jet Blue and Spirit Airlines who is building a \$250 million headquarters nearby in Dania Beach that is expected to bring 1,000+ employees to the area.

Hollywood has grown into a dynamic business hub with more than 10,000 companies in the City. It boasts a prominent healthcare community with the Memorial Healthcare System's (5th largest healthcare network in the US) flagship hospital Memorial Regional, and the Joe DiMaggio Children's Hospital, the largest free-standing children's healthcare facility in Broward County. Historic Downtown Hollywood is a lively commercial, entertainment and cultural arts district. Highlighted by the Artspark at Young Circle (10 acres centrally located) and dozens of bars and restaurants, Downtown Hollywood hosts hundreds of concerts, music festivals, dance exhibitions, shows, art exhibits, and much more.



Adjacent to the industrial park is the Yellow Green Farmer's Market, south Florida's largest indoor farmer's market that is open on weekends year-round with over 300 booths in a 100k SF facility.

II. Residential

There currently is only one residential project within walking distance that supports the industrial park, Parc Station. A well-built and successful community developed by Ram Realty and JP Morgan, the property features 336 units in a surface parked, 3-story garden style property with a mix of 1, 2 and 3-bedroom floorplans, and was recently listed for sale with price guidance around \$92 million (~\$275k/unit). The property benefits from its proximity to the tri-rail station and the Yellow Green Farmers market, as well as its accessibility to employment hubs, I-95, the Sawgrass Expressway and the beach. According to property management, occupancy is consistently around 95% with strong demand and rental rates near \$1900 on average across the property.

Dania Pointe, the large-scale mixed-use development on the east side of I-95, has significant residential projects proposed, and one multifamily rental property that delivered in 2020 and is in lease up, Avery Dania Pointe. Avery is a Class-A, 264 unit, midrise project with structured parking developed by Kimco, the master developer of Dania Pointe. Proposed rents are approximately \$2100-\$2200 average across the property. Once this leases up, there are 1,100 units in the pipeline proposed on the east border of Dania Pointe. These will all be mid-rise product and command similar rents to Avery.

In the City of Hollywood, but still on the east side of I-95, the Related Group plans to build a 420-unit garden style apartment community with surface parking on a site adjacent to the Oakwood Plaza. In August 2020, City commissioners unanimously approved a land-use plan amendment for the wooded, 26.7-acre development site with wetland areas and banks on the C-10 Canal. The site is just south of Dania Pointe, and together with Oakwood Plaza are both owned by Kimco Realty.

Our take:

The demand for high quality affordable housing options in locations that are proximate to public transit stops, employment centers, active lifestyle amenities, and highway systems. The industrial park provides these options and more for prospective residents. The main challenge would be assembling at least 10 contiguous acres to execute a garden style multifamily project with 25 units/acre of density in a location that can be separated from the more industrial feel of the park.

III. Retail Proximity

Dania Pointe: less than 1 mile from the site, the 102-acre premier mixed use development will include almost 1 million SF of retail/restaurant space, Class A offices, hotels, luxury apartments and public event space. With 1,600 linear feet of frontage on I-95 and the proximity to the Fort Lauderdale-Hollywood Airport and Port Everglades Cruise Port, Dania Pointe's mix of live/work/play offerings will make it a draw as one of South Florida's preeminent lifestyle destinations.

Gulfstream Park: located 5 miles from the park, Gulfstream serves as an entertainment destination featuring thoroughbred racing, two casinos, shopping, and dining in Hallandale Beach. Gulfstream is home to over 20 restaurants, bars and night spots, and over 20 shops. The casino includes 64 high limit slot games, 20 live poker tables, and 700+ slot machines.

Aventura Mall: located 7 miles from the park is the 2.9 million square foot Aventura mall, anchored by Nordstrom and Bloomingdales, and features over 300 retailers. It is the largest mall in Florida and is the fifth most profitable mall in the US.

IV. Tri-Rail Connectivity

- The industrial park is located within walking distance of the Sheridan Street Tri-Rail Station.
- As South Florida in-migration patterns continue to increase, traffic congestion is expected to expand and the mass transit option will appeal to businesses and employees.
- The Sheridan station is only one stop from the Fort Lauderdale Airport.
- Tri-Rail Miami Link – the extension will represent the first direct link to Downtown Miami.
- The link is expected to be complete and operational by mid-2021 and will feed 26 Tri-Rail trains into downtown Miami each weekday.



V. Industry Leaders with Direct Experience in the Market

CBRE Leasing Brokers

One of the most active leasing brokers in the submarket is responsible for leasing space to Silver Airways in the Hollywood Design & Distribution Center (2850 Greene St.), 29k SF NNN in 55k SF 2-story building built in 1968 (renovated in 2017). They are relocating from Ft. Lauderdale, and there is only about 28k SF of space left in Hollywood that meet the necessary requirements. Gary has extensive experience with the City and represents them on a large portion of their real estate holdings; he has leased or sold around 500k SF in the park. Their team has introduced many of the designers to spaces in DCOTA, including Judith, Stark, and many others.

Hollywood Design and Distribution Park

Pros:

- The Board of Commissioners, Mayor, staff are very focused on success of the park and are very accommodating to new ideas to better enhance the real estate
- They are very pro-business and encouraging of new development and expansion

- Accessibility is rated very high due to the option of proceeding North or South on I-95 very quickly and easily; I-595 and State Road 84 just to the north of the site also enhance the overall connectivity of the Park
- Nearby and also accessible are the Turnpike and Sawgrass Expressway
- Demand is really strong for space, but there's no land left – would have to scrape and go vertical to build more modern spaces that would ultimately drive values at the park

Cons:

- No ability to meet demands of modern tenants
- 50k SF available right now, otherwise it's fully occupied
- No modern buildings – most plots are too small to scrape and build a really modern building
 - Need closer to 6 acres to make it work economically
- DCOTA fallout – rents in the \$30s and are way too high (park is much lower)
 - OPEX way higher (2-3x higher than Hollywood)
 - Communal dock and it's not private and has hours when you can receive which is a major hindrance to businesses
 - The loss factor is really high; Hollywood has no loss factor
- Parking: he hasn't heard there is an issue with parking, the flex space usually provides more than normal
 - 2 spaces/1k SF is typical for flex space
 - He thinks all the buildings have sufficient parking
 - Making it too tight for the trucks would be a harmful to current users
- The City is considering an overlay zoning
 - There is a lot of talk for redevelopment of the park
 - His advice is to make sure it adds to the ability to attract businesses currently occupying space
 - City needs entertainment and it's not approved right now – there are so many families that would be interested in that type of space
 - Make sure the overlay doesn't overly limit the potential redevelopment opportunities
- The City would need to figure out a stable funding source for the CRA to do redevelopment
 - City of Hallandale is a good example

VI. Opportunity Zones

Qualified Opportunity Zones (Opportunity Zones) were created by Congress in the 2017 Tax Cuts and Jobs Act (Tax Act) to stimulate investment in certain communities throughout the United States. Investments in Opportunity Zones must be made through a partnership or corporation, commonly known as Qualified Opportunity Fund (Opportunity Fund). Eligible investors include individuals, C and S corporations, partnerships, trusts and estates. The incentives for investors/developers are through Federal tax incentives that include capital gains deferral and partial gain exclusion on realized gains reinvested in Opportunity Funds, and full gain exclusion on appreciation of the Opportunity Fund itself (provided the investment is held for 10 years). Real estate and venture capital firms have garnered the most interest in creating funds to invest in this space.

i. Legislation Considerations for Investments

Over the past year, each state has designated Opportunity Zones within their borders. Three requirements within the Tax Act are driving the creation of strategies in the space:

1. Hold Period: The Tax Act mandates a ten-year hold period of the investments in order to optimize tax benefits. Holding an investment for five or seven years provides limited benefits to people using realized gains.

2. Qualified Investment: The Act requires that for a fund to qualify for the aforementioned tax benefits, the fund invest in new Opportunity Zone property or “substantially improve” existing Opportunity Zone property within 30 months after purchase. Generally, ‘substantial’ means \$1 of improvement for every \$1 of purchase price. For example, a real estate investor buying an existing property for \$100 would be expected to invest \$100 to substantially improve the asset. If the investment is in an operating company, the investor would need to provide additional capital to further improve, or grow, the operations.

3. Partnership or Fund Investment: Each investment must be made through some pooled investment vehicle, such as a corporation or partnership entity (i.e. an Opportunity Fund). It is not possible to invest into a particular opportunity on an individual basis.

Given the three legislative considerations outlined above (hold period, substantial investment, and partnership or fund vehicle requirement) two types of institutional investors are heavily evaluating the opportunity set within Opportunity Zones: 1) Real Estate – both residential and commercial and 2) Venture Capital.

ii. Real Estate

Traditional real estate investing falls into three categories: 1) new construction, 2) value-add and 3) distressed. Each set of investors will be exposed to their own set of risks.

1. New Construction: New build of real estate is inherently risky as the investor will have to be comfortable with construction and development risks. Adding to this risk will be the fact that Opportunity Zones are generally in more economically distressed communities, which may increase likelihood of vacancy and turnover of leases.

Our take:

We do not view new construction as a high-risk endeavor for the Hollywood industrial park, depending on what product type is contemplated. We would view a new industrial distribution center or build to suit design center as relatively low risk, both on the construction execution risk and lease-up or end user placement risk.

2. Value-Add: In traditional value-add plays, investors buy an asset and spend significant renovation dollars upgrading the facility. These facilities usually generate in place cash flow and have moderate to extensive improvements that increase the value and/or cash flow. Given the information surrounding the substantial improvement mandate, many real estate investors are reluctant to focus on strategies in the value-add space, as they do not believe it is economically viable.

Our take:

Many of the existing distribution spaces are difficult to retrofit given their existing size. Unless a developer could assemble contiguous parcels in a way that makes it more cost effective to renovation instead of raze the existing building, we wouldn't expect many developers to focus here and execute a value-add strategy to take advantage of the OZ tax incentives.

3. Distressed: Buying distressed assets with the intention of turning them around is riskier than other forms of real estate investing, given the profile of the assets and the substantial amount of development needed. Distressed assets usually do not generate cash flow and are sold at a significant discount given how troubled the asset is. Some distressed real estate investors are interested in Opportunity Zones as they have invested in many of these communities in the past.

Our take:

We don't believe there are underperforming properties in the park at this time. Given the current environment, anything can change, but similar to the value-add renovation programs, we do not think there are current opportunities to attract distressed investors to the park.

iii. Venture Capital

Early-stage venture capital investors may show interest in Opportunity Zones, as there should be adequate opportunities to continue investing capital to meet the substantial improvement threshold. However, given the hold-period considerations for tax-free gain treatment, and the current lack of guidance on whether that hold period applies at the fund level or investment level, venture capitalists are further away from launching strategies in the space than real estate investors. Venture capital firms typically aim to exit investments after a five- to seven-year hold period, making the ten-year hold period requirement longer than industry standard and potentially less attractive from an investment perspective.

Alternatively, venture capitalists could invest in Opportunity Zones through building tech hubs and incubators. This path would allow these businesses to attract early-stage investors and also invest into companies at the seed level to build out venture opportunities in the space.

V. Conclusions + Next Steps:

The park in Hollywood could be an interesting place to build office space designed for tech hubs and incubators. Most of the tech hubs are situated in more urban settings with access to public transportation, such as Brickell, Downtown Miami, and Wynwood. If the park is able to attract more restaurants in a walkable environment and maintain an atmosphere that's conducive to creativity, we think this could be a viable option for the City to approach investors looking to relocate or open a hub/incubator.

Chapter 3: Zoning and Land Use

As other segments of the real estate business adjust to challenges presented by the COVID-19 pandemic and economic recession, the industrial sector is looking to capitalize on greater demand for its facilities resulting from the explosion of e-commerce, panelists said at a Trends and Outlooks session during the ULI Virtual Fall Meeting.

From a broader perspective, Austin (Damon Austin, managing director, capital deployment, West region, for logistics giant Prologis) expects the industry to follow customers and businesses as they move from center cities to outer rings, focusing less on distribution hubs in the inner ring of cities—where it is hard to find or entitle property for industrial use—and more on multiple urban infill hubs in second- or third-ring areas. “It’s less about a single bullet right in the center of Manhattan, right in the center of San Francisco, and maybe thinking about it a little more holistically, for where the consumption pockets are,” he said.

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There are further opportunities to connect to the attractions south of Sheridan Street, including the Tri-rail station, and to capitalize on the new and planned residential and retail at Dania Point and Oakwood Plaza.

The current zoning and land use support a variety of industrial and compatible uses, but limitations on height and requirements for parking and parking lot design contribute to the Park’s lack of character and parking problem. Blocks are large and not suitable for walking and high truck traffic and construction and heavy equipment activities create a safety hazard for

non-industrial activity. Through incentives and coordinated streetscape improvements, the Hollywood Industrial Park can begin to shape development in specific sub-districts that better separate industrial uses from more walkable uses while addressing parking needs and overall appearance.

The following chapter examines how other cities have amended their zoning and land use in Industrial districts to attract more walkable uses within existing and new structures, while preserving the existing industrial uses that are working well. It evaluates the current zoning and suggests how lessons learned from case studies can be applied to the Hollywood Industrial Park. At 170 acres, the Park can accommodate a variety of thriving industrial uses, while still providing a space for more walkable spaces to expand on the initial improvements made by Kravet.

I. Challenges/Constraints

The Hollywood Industrial Park is limited as to how it can evolve and redevelop in terms of zoning and land use. The overall structure and layout of the parcels and streets and blocks are not always conducive to redevelopment.

- **Small parcels:** Many of the parcels are too small for new construction and parking.
- **Truck traffic:** High volume of truck traffic on some streets are incompatible with walkable districts and pose safety concerns.
- **Trafficways:** Broward County land code do not allow parking on trafficways. 29th Street is a trafficway.
- **Flood elevation:** Most of the area is 0-5 or 5-10 elevation and all is in a flood zone AE. This area is prone to flooding.
- **Bicycle infrastructure:** The poor bicycle infrastructure makes it difficult to support a walkable community with good connectivity and access for all.

II. Opportunities

In contrast, there are more opportunities that support redevelopment at this location and at this time.

- **Strong industrial uses:** Industrial uses continue to be very strong and especially now, during the pandemic, when need to store and ship goods has really exploded. Industrial will always be a strong use here.
- **More Employment:** The area has the top 5% of employment in the City and could support more. Office uses are strong here.
- **Future Land Use Change:** The County land use is less restrictive and already allows many new uses so there is no need to update the County land use.
- **High traffic visibility:** There is a high volume of traffic at peak hours and 29th Street is at LOS D.

- **Connectivity:** Area is well connected by bus and in close proximity to transit.
- **Payment in Lieu of Parking Program:** When there is insufficient space for on-site parking or within 700 feet of the site, \$5,000 per space can be paid in lieu of providing parking. This can be paid yearly for existing structures. This program could be expanded to include the industrial area.
- **Changes to 29th Avenue:** Work with Broward County Complete Streets Committee for administrative approval for lane reductions and to add parking to 29th Street. They do have options to work with complete streets committee for administrative approval for lane reductions.
- **Warehouse rehabilitation and reuse and conversion:** It is relatively easy to improve the look of existing buildings with canopy elements, texture to walls, lights.

III. Case Studies

Hollywood Industrial Park is not the only industrial area that has considered options for growth and redevelopment. There are some great national examples of industrial areas that preserved the industrial uses beside a newly conceived, walkable district using a combination of new zoning, special districts and urban design improvements. These are described in detail below.

ROW DTLA, Los Angeles, CA



The ROW DTLA is a former American Apparel manufacturing facility on approximately 30 acres which has been reconceived as a commercial neighborhood and office district. It was originally built as the LA Terminal Market--a terminal and wholesale market for produce and goods entering Los Angeles by rail between 1917 and 1923. Located on Seventh and Alameda Street, the site is adjacent to the Downtown LA Arts District. While in operation, it distributed 10 percent of the entire nation's food products.

The property includes 9 buildings with 1,735,000 rentable square feet and eighty-five feet tall. It includes unique retail brands, restaurants, fitness centers and offices including Addidas, Spotify, Zappos, JBrand. A wholesale produce market sits behind the main property with three two-story buildings around a central parking / distribution yard. The market distributes 1% of American produce, according to the Los Angeles Produce Market Association. It includes a Sunday food market called Smorgasburg LA.

The buildings are three-story early 20th century industrial Beaux-Arts style architecture with large windows and open floor plans.

The project was developed by Allied Capital Group and designed by Rios Clementi Hale Studios. It includes a massive parking structure with 4,000 parking spaces with metro bike station and bike room and provides shuttle service to union and 7th street metro stations. It is adjacent to the planned south metro station.

i. Urban Design



The street and public spaces have been redesigned to match the buildings' industrial character. Raised sidewalks which were former loading docks for the produce market have new railings and expansive outdoor seating. And pavement design, pavement markings and landscaping contrast with the hard, concrete building material and large glass windows.

ii. Zoning

The property is zoned Light manufacturing/ Industrial (M2) and is part of the CCY Central City Community Plan. This allows general manufacturing and industrial uses. However, the area is also designated for redevelopment. It is within a Community Redevelopment Area and is within an Adaptive Reuse Incentive Area to encourage live/work and residential communities in the City's commercial and industrial centers and corridors.

Economic Development:

The project is also within the LA Downtown Industrial District Business Improvement District (LADID). Property owners contribute more than \$2 million annually to support LADID programs and services, and a 2-member management team directs the day-to-day operations. Public safety, maintenance and

economic development are the principal services including:

- Trash removal
- Pressure washing
- Graffiti removal
- Public safety service requests

The project is also within an opportunity zone.

Ironside, Miami, FL



Miami Ironside is an urban art and design district in Miami's Upper Eastside. It was established in 2003 by Ofer Mizrahi as a mixed-use shopping, restaurant and office district. Uses include showrooms and studios, including architecture, interiors, material and furniture design, boutique retail, and the visual arts and includes 60 business in creative industries. It is composed of several one-story buildings and showrooms that are interconnected by an exterior path with lush landscaping and some overhead coverings.

It includes a garden with a natural habitat for butterflies and is in the historic Palm Grove neighborhood. It is six blocks of buildings that run along the railroad tracks.

The area is zoned D1 with light industrial land uses. D1 is District Zone Workplace which allows live/work, office, bed and breakfast and industrial uses.

The area was developed by a single owner and it is not part of a special improvement district or redevelopment area.

Wynwood, Miami, FL



Wynwood is an industrial warehouse district that was reconceived by Goldman and several other large property owners as an arts and entertainment district. Two anchor restaurants and the Wynwood Walls outdoor exhibition area grew to a curated series of murals that was orchestrated by Goldman and coordinated with a monthly Arts Walk event to drive foot traffic. A victim of its own success, land prices continue to increase without any real value in terms of infrastructure and services.

Wynwood has a Business Improvement District that focuses on marketing Wynwood, providing ambassadors to help visitors navigate Wynwood safely and clean and safe to promote better trash removal and maintenance including unsanctioned graffiti control.

The Wynwood BID sponsored the district's rezoning to NRD-1 and was a way to bring in more green space, streetscapes and neighborhood retail to justify up-zoning to residential uses and to establish a protective series of land development regulations to transition the existing Wynwood Industrial District into an active, diverse, mixed-use Neighborhood. The zoning is

an overlay that modifies the underlying zoning with incentives that facilitate a mix of industrial, creative uses and some residential.



i. Zoning

The NRD-1 zoning provides 4 different incentive programs to shape the district.

1. Transfer of Development Rights to preserve legacy buildings.
2. Public benefits for providing open spaces in exchange for additional density and height.
3. Parking reductions and bonuses through payment in lieu of to fund centralized parking.
4. Bonuses through cash contributions

ii. Transfer of Development Rights

The NRD-1 zoning allows more flexible live/work uses in one section of Wynwood and a new use called manufacturing enabled retail. It also includes incentives to preserve warehouses with transfer of development rights (TDRs). The Wynwood TDR Program facilitates the transfer of Floor Area from both legacy structures and privately-owned open space which is created for an entire lot. The unused development rights of the legacy buildings can be sold to the TDR program or used within the NRD-1 in designated receiving areas. A legacy building is an existing Building which is maintained and re-purposed by the property owner that contributes to the character of Wynwood.

iii. Public Benefits

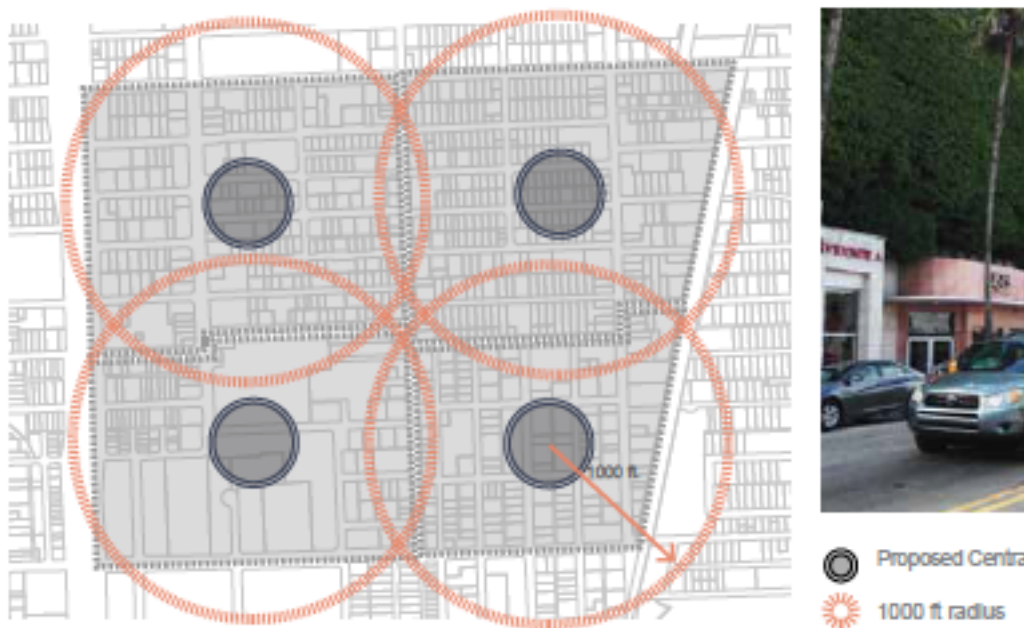
The Public Benefits Trust is a mechanism for incentivizing a variety of public benefits including more open space, civic space, parks and cross block pedestrian passages. In most instances, bonuses must be used first, before a developer can apply purchased TDRs. This means that open space, public space and mid-block crossings are all a means to earn bonus height. In addition, any frontage line in excess of 250 must provide a mid-block passage.

- a. On-site open space bonus- equivalent area up to the bonus height- courtyard, paseo open 24 hrs.
- b. Off-site open space bonus- two (2) times the Development Floor Area of provided land up to the bonus Height described-(2x area provided as a park may be applied as bonus area) Must be provided within the NRD-1 boundary.
- c. Civic space bonus – For each square foot donated an additional 2 square feet may be used up to the bonus height. Donated space must be within the NRD-1 district.

- d. Cross block passageway bonus- Mid block promenades will break up the street grid to create a rhythm of streets that serve as pedestrian passageways. For cross block passages that break the block at 500' and connect through to two streets and accessible 24 hours a day or fewer hours by waiver may earn the followings:
- If covered with a roof, the bonus is for the equivalent area up to the bonus height
 - If uncovered, the bonus is 5 times the area up to the bonus height

iv. Bonus through Cash Contributions

Bonuses can be purchased through cash contribution and pricing is based on a percentage of the market value of the per square foot in the area adjusted annually. Height bonuses range from 2 to 4 stories depending on the location.



v. Parking Reductions

Wynwood NRD-1 district zoning offers substantial parking reductions and eliminates the need for on-site parking. Parking may be provided on or off-site through a centralized parking system. And parking can be reduced up to 30% when paying into the Wynwood Parking Trust Fund.

vi. Façade Treatments

A universal requirement that all ground floor facades must have either glass treatment or art helps to preserve Wynwood's industrial character. A new Wynwood Design Review Committee must review all ground floor façade treatments with approval from the Planning Director.

vii. Lessons Learned

Industrial zones can support a variety of uses that support entertainment and retail, but the three case studies demonstrate the need for a unified vision either through a primary property owner or a business improvement. Both Wynwood and DTLA ROW added incentives by modifying zoning and creating special district overlays to promote redevelopment. The most valuable lesson Wynwood's incentive program to address centralized parking and preserve industrial buildings. Similarly, both Wynwood and DTLA ROW preserve light industrial uses with some flexibility to introduce other uses which are not typically compatible with industrial like live/work and manufacturing enabled retail where goods are produced, assembled and sold on premise. Finally, utilized design standards and streetscape standards to upgrade the look and image of the district.

IV. Existing Conditions: Zoning and Land Use Analysis**i. Land Use**

The Hollywood industrial park is predominantly industrial uses with some design showrooms and minor retail. The underlying future land and zoning support these uses.

The primary permitted land use is Industrial. The following uses are allowed within Industrial areas to the degree and extent permitted by the applicable zoning regulations.

1. Industrial uses. '
2. Heavy commercial uses, including wholesaling.
3. Office.
4. Educational, medical, scientific and industrial research facilities, and laboratories.
5. Utilities, transportation and communication facilities and easements.
6. Open space and recreation, commercial recreation, cemeteries, community facilities, as long as the location of these uses does not preclude or adversely affect the future use of surrounding areas for industry.
7. Non-residential agricultural uses permitted until the area is converted to an urban use.
8. The following [additional uses are permitted as long as the total area of these uses does not consume more than twenty percent of the industrial land](#) on the City's Future Land Use Plan

within a flexibility zone and as long as the location of these uses does not preclude or adversely affect the future use of the surrounding areas for industry:

- a) Office, service and retail business uses.
- b) Hotel, motel and other tourist accommodations.

9. Ancillary business or office uses within buildings devoted primarily to industrial uses.

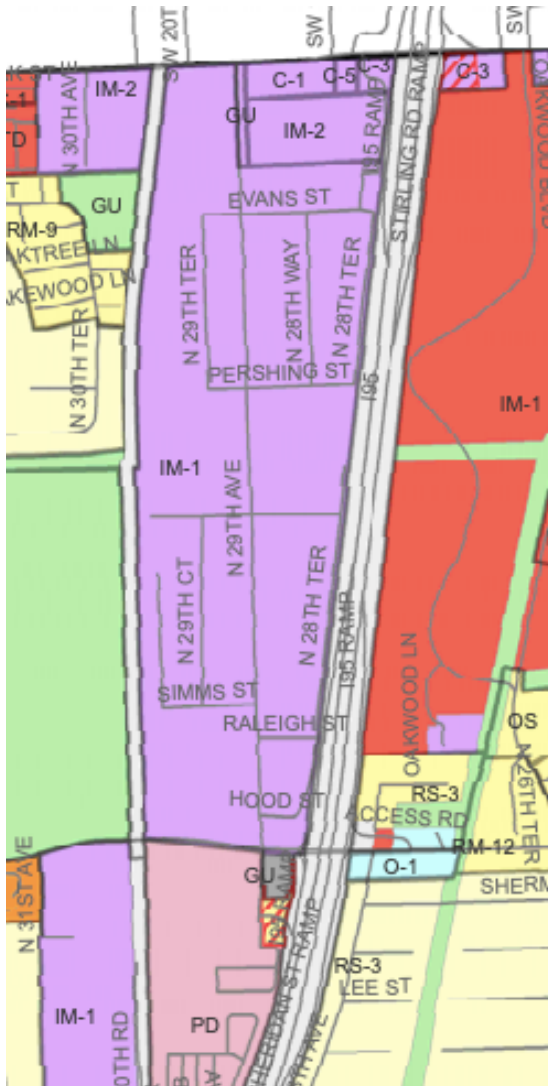
Municipal land uses within Broward County are overseen by the County including density and distribution of residential dwelling units. Broward County's Flex and Reserve Units is the difference between the number of dwelling units permitted within a flexibility zone in Broward County's Land Use Plan and the number of units permitted within a flexibility zone in Hollywood's Land Use Plan. Since the certified Hollywood Plan may be more restrictive than the Broward County Land Use Plan, extra dwelling units may be available for rearranging within flexibility zones by amending the City's Land Use Plan Element. The maximum number of dwelling units permitted in the Hollywood Land Use Plan may not (except for "reserve units") exceed the number of dwelling units permitted in the Broward County Land Use Plan.

"Reserve units" are additional permitted dwelling units equal up to 2% of the total number of units permitted within a flexibility zone by the Broward County Land Use Plan. Allocation of reserve units will not require amendment of the City's land use plan. The number of reserve units assigned to a residential parcel on the City's land use plan may not exceed 100% of the maximum number of dwelling units indicated for the parcel by the City's land use plan map. The local land use plan, the zoning, and the applicable land development regulations limits maximum densities to 50 dwelling units per gross acre.

ii. Zoning

The majority of land in the Hollywood Industrial Park is zoned IM-1 low intensity and manufacturing district to support office, heavy commercial and light manufacturing uses including thrift and pawn shops. Uses which are considered a nuisance which negatively impact contiguous property such as noise, odor or vibration are prohibited. Residential is not permitted, however hotel and motel is permitted. Heights are capped at 35 feet or 3 stories and all street frontages are required to have a landscaped buffer.

A small area in the northeast corner of the park is zoned heavy industrial, IM-2, with a requirement that the use is non-objectionable in nature. Similarly the parcels that front Sterling Road are zoned C-1, C-5 and C-3 which allow various degrees of low to medium intensity commercial. However, these zones are so small that they appear to be spot zoned with little consequence to the rest of the park. C-5 allows building up to 175 feet which is equivalent to 14 stories.



Current allowable uses include Commercial; Consignment Shop; Hotels and motels; Light Industrial and Manufacturing; Offices; Pawn Shop; Self-Storage Facility; Thrifty Shop; Warehouse.

Commercial is described as any activity where there is an exchange of goods or services for monetary gain. Such activities include but are not limited to retail sales, offices, eating and drinking facilities, theaters and similar uses. This is a pretty broad definition which allows office, retail, restaurants, creative services and even uses like soccer classes for outdoor soccer.

Hotel/motel uses can have 18 rooms per acre with 85% of rooms exceeding the standard 335 square feet. There is already one hotel planned in the Industrial Park.

iii. Parking

In terms of parking, there are no special requirements in the Industrial District. (See parking analysis section for more information.)

Parking standards are as follows:

Hotel/motel	1 space per unit
Industrial + Manufacturing	1 space per 400 sf
Office	1 per 250 sf
Retail	1 per 250 sf
Warehouse	1 per 1000 sf

While these ratios are typical for most cities, there are alternative options for waiving some parking requirements with the City's existing parking payment in lieu of parking program. The program allows properties with inadequate space for on-site parking or within 700 feet of the site to pay either a one-time fee of \$5,000 per space or a yearly payment equivalent to 5% of \$5,000. The program should be extended to the Hollywood Industrial Park.

iv. Approval Process

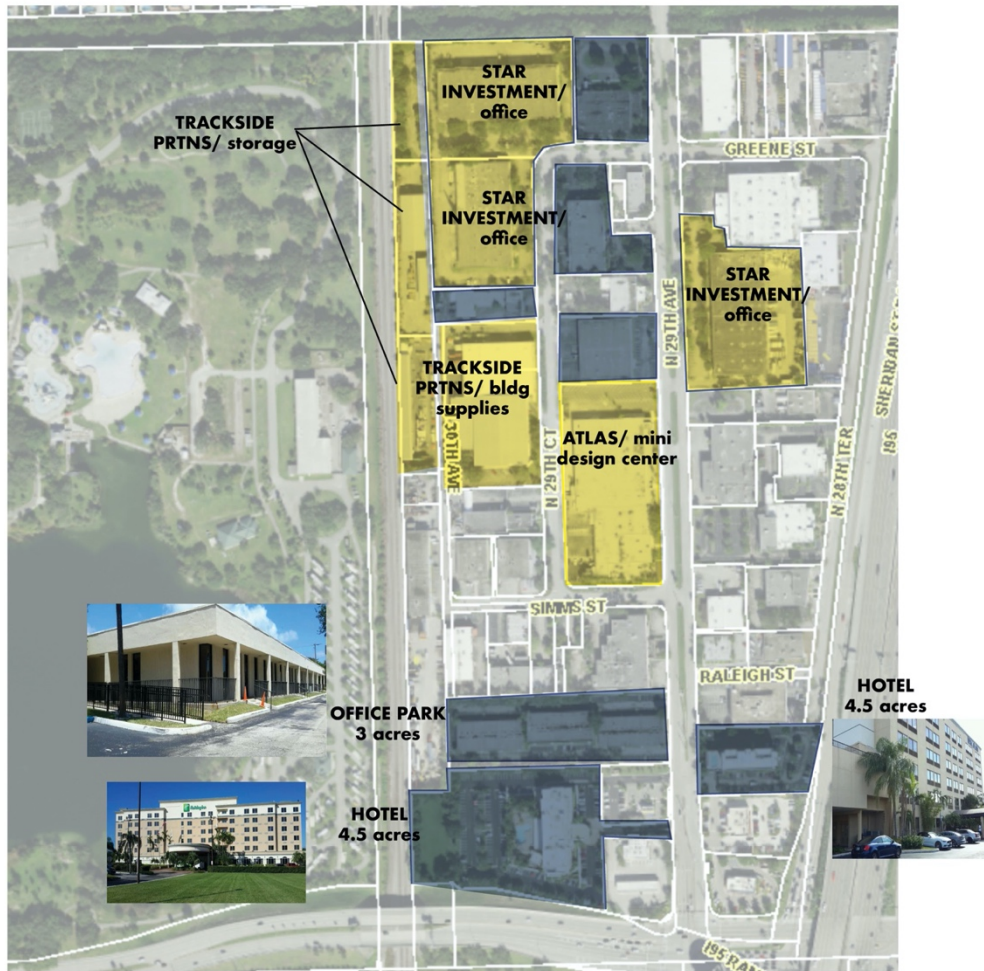
All development must be in compliance with the certified City Land Use Plan and the Broward County Land Use Plan including concurrency for transportation, recreation, drainage and flood protection, potable water, solid waste and sanitary sewer.

Developments are also required to meet the Broward County trafficways plan which establishes a hierarchy of streets. In the Hollywood Industrial site, 29th Street is considered a 4-lane trafficway and streets with this designation are prohibited from having on-street parking. The Broward Complete Streets Committee does have the authority to make administrative approval for lane reductions and parking and Highway Construction and Engineering departments review plats and dedication compliance with trafficways plans. This option should be considered for 29th Street. Additionally, before redeveloping, owners should confirm that parcels have been platted.

V. Observations

In general the Industrial Park functions well. An overlay district would help address some of the more specific problems that are unique to the industrial park using additional guidelines and incentives. The following section describes the different opportunities to create an overlay to create walkable districts, enhance streetscape and create smaller blocks with pedestrian paths and new streets.

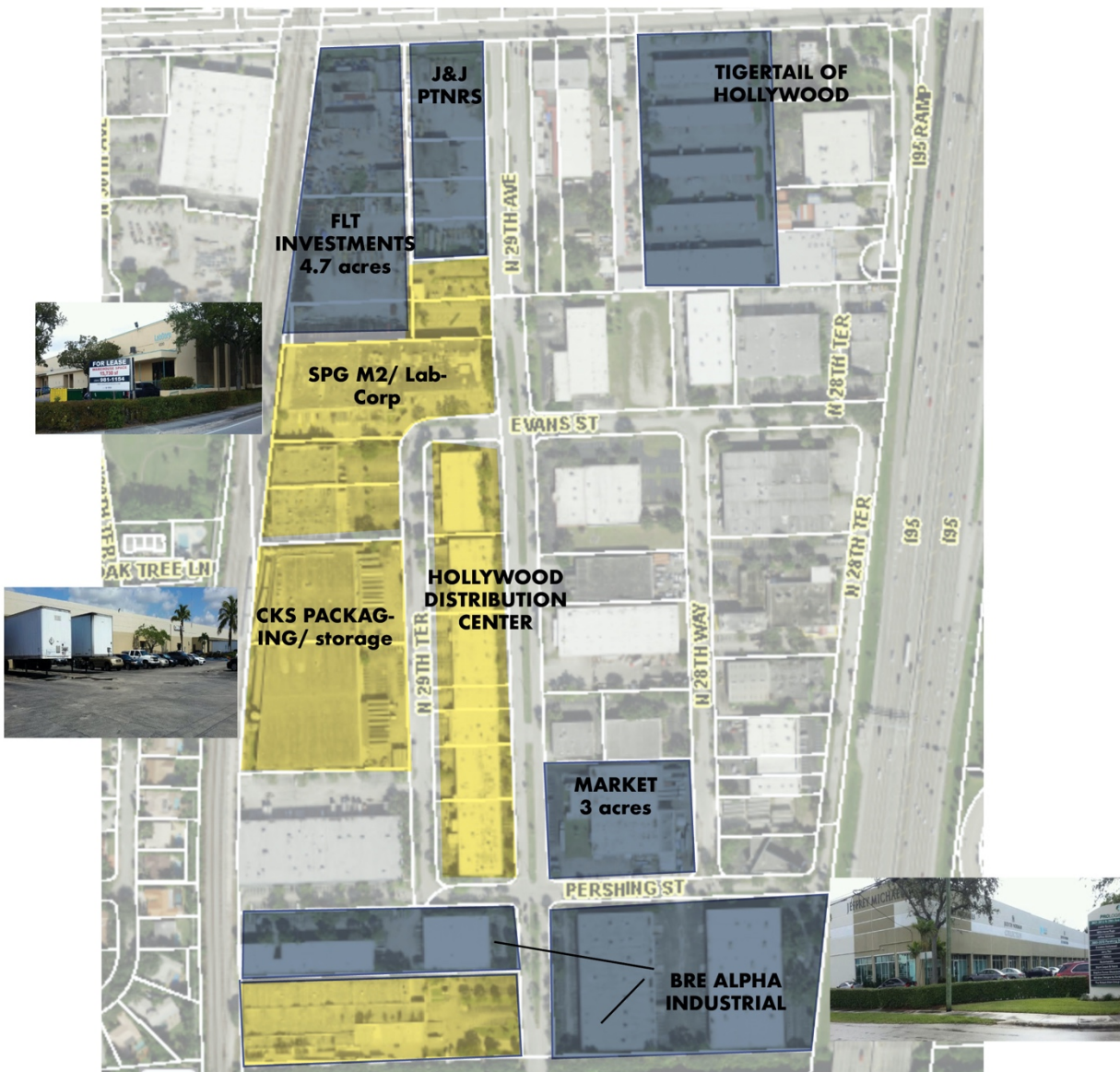
Southern Ownership Map



i. Ownership:

There are key property owners who own large parcels of land that could be redeveloped or improved through an incentive program.

Northern Ownership Map



29th COURT SUBDISTRICT



ii. Walkable Districts:

There are opportunities to incentivize a walkable neighborhood behind 29th Avenue with more restaurants, a new design center with better loading and office space for tech hub/incubator uses that are attractive to venture capital investors in this Opportunity Zone. There is also an opportunity to open up views to the canal as a focal point for pedestrian activity. However, we recommend creating an overlay for the entire Industrial Park to provide the most flexibility for new uses and development that is consistent with the overlay's intent.

iii. New Streets + Pedestrian Paths:

Especially in the southern subdistrict, encourage property owners to reconfigure parking lots to serve as private streets or pedestrian paths to allow people to cross between 29th Avenue and 29th Court. And because the blocks are 1100 to 1200 feet long, we recommend requiring formalized pedestrian paths through parking lots with a potential connection across the railroad tracks to Ty Park. These paths can reduce "blocks" to between 300 and 600 feet in length.

INDUSTRIAL SUBDISTRICTS A & B



iv. Uses

Encourage a potential distribution center north of the canal around 29th Terrace and preserve industrial uses here where the building stock is relatively good and the industrial uses are strong. Create a walkable warehouse district on Evans Street and potential parking structure. The scale supports more walkable industrial uses like industrial flex.

Incentivize flex space for tech hubs and creative uses south of the canal where there is

more potential for redevelopment.

v. Streetscape:

Landscape improvements, on street parking designs and design standards can help create a uniform and cohesive design. (See transportation section.)

VI. Zoning Recommendations

All of the opportunities described above can be enforced through zoning. We recommend creating a zoning overlay district that incorporates all of the recommendations below and uses incentives, similar to those used for the Wynwood case study, to attract specific types of development and improvements. The overlay should become part of the City's zoning code and the comprehensive plan should be updated to reflect any inconsistencies.

1. Uses:
 - a. Add showrooms as an allowable use.
 - b. Add industrial flex as a use and provide a definition to encourage creative hubs and tech hubs.
 - c. Add parking structure as an allowable use.
 - d. Add Food Hall as an allowable use
2. Height and density bonuses: Height bonuses for providing specific uses, pedestrian paths, opening up views to the canals, shared parking and parking lot redesigns can be used anywhere within the district for the following uses:
 - a. Office
 - b. Hotel
 - c. Parking garage
 - d. Entertainment

Consider requiring upper level setbacks for buildings that use the height bonus.

3. Pedestrian paths: Incentivize smaller blocks by converting wide parking lots into secondary pedestrian paths or private streets in the smaller subdistricts to make it easier to walk.
 - a. Create transferable height bonus for any property that provides these formalized pedestrian paths.
 - b. Paths must be designed according to specific design standards.
 - c. Paths should generally be located on long blocks and should follow the diagram provided.
4. Canal as focal point: Incentivize lots fronting the canal to open up views and provide public access with height bonuses. Develop guidelines which describe how access should work and standards for design.
5. Incentivize façade improvements: Provide height and density bonuses for businesses that improve facades.

6. Incentivize industrial distribution centers and tech hubs with transferable height bonuses. Bonuses can be used for office or hotel. Additional bonuses can be provided for offices buildings built on site that are related to the warehouse uses.
7. Shared parking: Incentivize shared parking by reducing parking requirements for uses which participate in the program. Use the ULI shared parking ratio as a guide for parking reductions.
8. Design standards for incentives: Create design standards for the following:
 - a. Pedestrian paths
 - b. Canal setbacks and improvements
 - c. Parking lots
 - d. Façade improvements
9. Extend the parking in lieu of program to the district to reduce parking requirements and to fund a shared and centralized parking garage.
10. Parking lot design: Use the Kravet parking lot design as a template for new parking.
 - a. Require any new use to redesign parking lots in accordance with the standards used to build the Kravet parking lot.
 - b. Update the parking and landscape requirements and layout for consistency with the Kravet design.
 - c. Incentivize existing businesses to update their parking with height bonuses which can be transferred to other properties within the district.
11. Sub-districts: Encourage redevelopment in several smaller sub-districts.
12. Temporary uses: Allow temporary uses and special events in parking lots under the commercial use category.
13. Designate truck routes and pedestrian routes: Preserve existing truck routes on North 30th Avenue and North 29th Terrace. Make Evans and 29th Court more walkable pedestrian streets. Limit truck traffic to specific times of day on these more pedestrian streets.

VII. Conclusions + Next Steps

Industrial zones can support a variety of uses that support entertainment and retail, but the three case studies demonstrate the need for a unified vision either through a primary property owner or a business improvement. They also illustrate how industrial and more walkable retail/entertainment/office uses can expand and coexist when clear zoning changes and redevelopment strategies are implemented. Both Wynwood and DTLA ROW added incentives by modifying zoning and creating special district overlays to promote redevelopment. The most valuable lesson Wynwood's incentive program to address centralized parking and preserve industrial buildings. Similarly, both Wynwood and DTLA ROW preserve light industrial uses with some flexibility to introduce other uses which are not typically compatible with industrial like live/work and manufacturing enabled retail where good are produced and assembled and sold on premise.

In general the Industrial Park functions well. An overlay district would help address some of the more specific problems that are unique to the industrial park using additional guidelines and incentives. We recommend using an incentives-based zoning overlay to organize sub-districts that address surface parking, façade design, block size and uses. While the underlying zoning would remain the same, the overlay would provide more specific requirements to facilitate the incentives. The recommendation for the zoning overlay will coordinate with transportation, parking, façade design standards and funding structure in this report and are supported by the market study. Below is a summary of next steps for implementing a zoning overlay.

1. Develop a zoning study to draft the zoning overlay and ensure consistency with the comprehensive plan and land use.
2. Develop design standards for the incentive program and study the feasibility of each design requirement.
3. Conduct a parking utilization study to inform the parking incentives and future parking needs.
4. Conduct analysis and review of potential height and density bonuses for each incentive.
5. Evaluate financial structures, like a Business Improvement District, to organize improvements and support business needs related to cleanliness, safety, branding and marketing.

Chapter 4: Parking & Infrastructure

I. Existing Conditions Summary

The City of Hollywood Parking Division manages and operates approximately 4,164 public spaces both on and off-street city-wide 20 surface parking lots, 59 space recreational storage facility lot. The Design Center has an inefficient use of existing parking capacity. Local zoning ordinances, building codes and other development practices have resulted in an oversupply of parking spaces and an inefficient use of existing parking for certain lots.

II. Analysis + Recommendations

The City should consider parking spaces that are convenient to nearby residents and businesses. On street one-way parking and reducing the parking lot by 2:1 ratio would allow for less unused parking space which is roughly a 40% reduction overall. There is scarce unloading zone parking for commercial vehicles to load or unload goods. Re-assigning parking spaces for this usage will be of great benefit for the area. Candidate sites for on-street parking along N 29th Avenue will increase the range of parking convenience and price levels available to consumers, while using a mobile application such as Park and Pay.

A candidate site for new surface parking lot would be a privately owned lot that is on N. 28th Terrace and does not connect directly to N. 29th Avenue. If this lot were to be available to the city as strictly parking site for the Design Center it would render 100 parking spaces solely dedicated for this purpose with a sidewalk connection to N. 29th Avenue and less than 3 miles in distance to remaining area of the Design center. Devoting this lot and a parking fund alongside the re-purposing of the existing parking lots would increase resources available to support other non-auto modes such as Tri-rail, bike lane usage and bus transportation. If the current businesses agree to a parking fund – it would focus on a centralized, shared parking that will create a “park once, then walk” environment. Sharing parking facilities of existing lots and potential 28th Avenue lot can be shared among different businesses in the area to take advantage of different peak periods. By encouraging businesses to share parking for example, businesses with no night-time hours can make their parking available for those that have night-time hours. For the on-street parking options the city should enforce a preferential parking zone. This is to ensure those visitors will have a place to park in the allotted areas for the Design Center and it limits the length of time vehicles may be parked on street, with a paid parking permit display or verified through a mobile application.



III. Conclusions + Next Steps

By seeking a balance between providing sufficient parking, minimizing the amount of land used toward parking lots and improving appearance the Design Center is implementing a “green” parking lot concept, with guidelines for the additional lot created and minimizing the dimensions of parking lot spaces. Utilizing pavers in the overflow parking areas will improve the visual aspects of the corridor street along 29th Avenue tremendously and cohesively unite all sections of the Design Center as its center connector to all businesses.

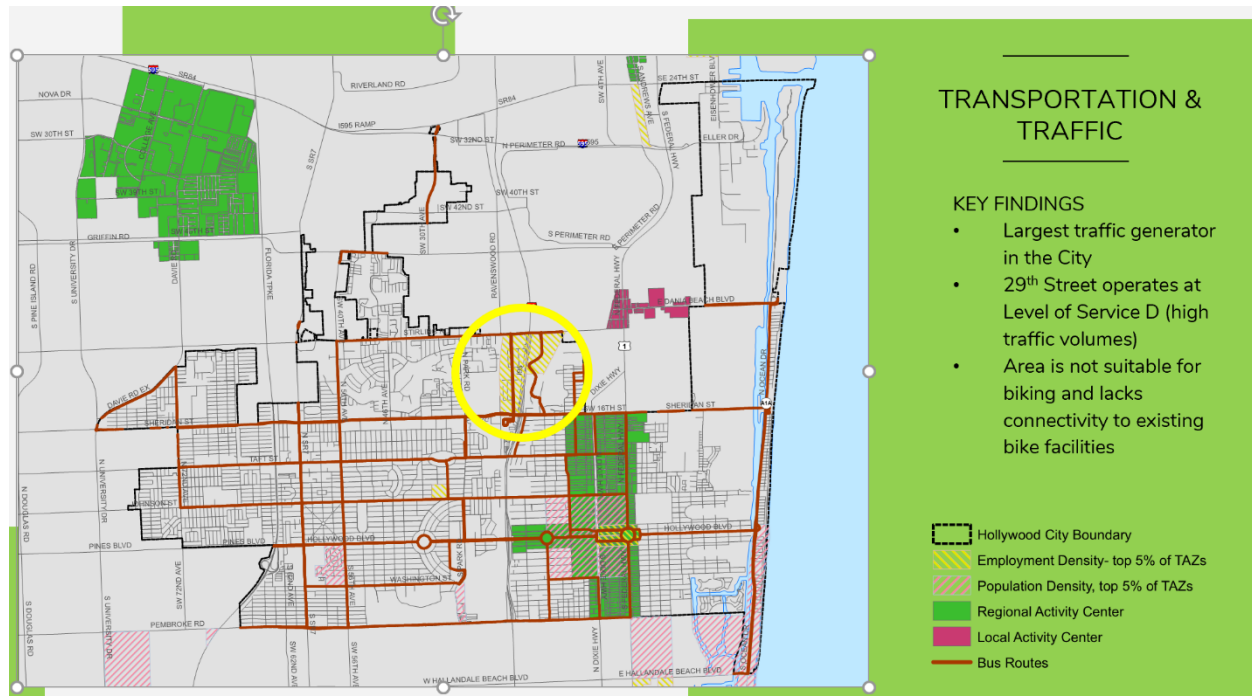
Chapter 5 Transportation + Mobility

The City of Hollywood commissioned this study to capture the highest and best use of the area. As such, it is necessary to review the existing transportation facilities and potential connection to the nearby Tri-Rail station, as well as, the current transportation infrastructure to encourage growth and vibrant connection of the exterior experience to engage pedestrian traffic amongst the businesses.

The ability to create a walkable commercial center, in lieu of a one-stop visit, will be a critical element to attract businesses to this District. As the District develops, one of the main concerns includes ensuring adequate provision of transportation facilities and the need to account for parking. In addition, in planning for the future, creating a walkable district connected to the nearby Tri-Rail has been highlighted to be a major component to facilitate the growth of the District.

Evaluation of the District's existing facilities was based on pedestrian, transit, and the needs of vehicular traffic for parking. Overall, the District should improve its walkability in the short term through the construction of new sidewalks, planting of shade trees, and the provision of benches. Just as important as the need to develop the pedestrian infrastructure, is the connection to the Tri-Rail Coastal Link Station.

The following summarizes a review of the existing facilities and recommendations for the City to enhance transportation options in the district.



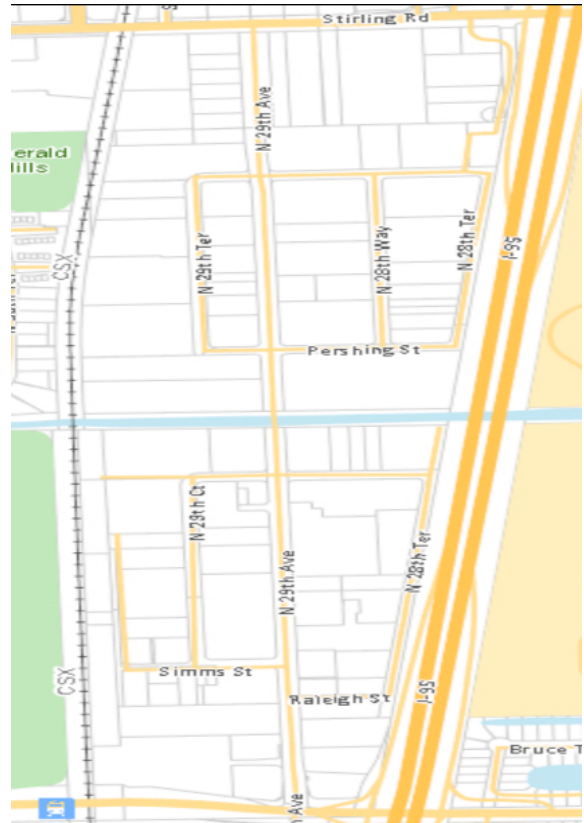
I. Existing Conditions

The District is accessible from Stirling Road to the north and Sheridan Street to the south, with Interstate 95 (I-95) accessible from both streets. The main north/south thoroughfare and access point to the District is N. 29th Avenue. A waterway separates the District into north and south corridors. The District's eastern border is N. 28th Terrace which is parallel to and visible from I-95.

A handful of smaller roadways connect to N. 29th Avenue and N. 28th Terrace.

i. Comprehensive Plan

According to the Broward County Comprehensive Plan's Transportation Element, the City of Hollywood is comprised of three concurrency Districts. The majority of the City is located within the Southeast Concurrency District.



Interstate 95 and Florida's Turnpike are two significant corridors recognized in the Strategic Intermodal System. I-95, a north-south facility, provides access to the east coast of Florida and the United States; Florida's Turnpike, a north-south toll facility, provides statewide access and is an alternate to I-95. The SIS also consists of existing or planned intermodal connectors that connect hubs and corridors. The Hollywood Amtrak/Tri-Rail station is the only SIS connector located within the City of Hollywood. The Level of Service (LOS) standard adopted by the City for most roadways is D.

The existing transit system in the City of Hollywood consists of fixed route buses and demand response service provided by Broward County Transit. Special needs of the transportation disadvantaged are documented in a Plan for Complementary Paratransit Mass Transit Service for Persons with Disabilities for Broward County, Florida and in Broward County Transportation Disadvantaged Service Plan, 1996. Tri-Rail, a premium transit corridor, provides rail transit from Palm Beach County to Miami-Dade County. The Hollywood Boulevard Tri-Rail station was included in Segment 5 of the Double Track Corridor Improvement Project System, and the Sheridan Street Station was included in Phase VII. The City of Hollywood City of Hollywood Comprehensive Plan Land Use Element Page LU-14 January 2008 coordinated with Tri-Rail and FDOT's South Florida Rail Office to coordinate the timing of the double tracking project in conjunction with proposed improvements to the Hollywood Boulevard Tri-Rail passenger facility (Hollywood Boulevard Intermodal Station). Future premium transit corridors include bus

rapid transit on SR 7/441, a rapid bus on Hollywood Boulevard, and the addition of passenger service on the FEC corridor.

ii. Pedestrian Network:

The City of Hollywood coordinates with the Broward County Transportation Planning Division. They are involved in the development of the short-term and long-term Pedestrian Facilities Plans and performs other functions. The 2006 Broward County Sidewalk Conditions and Transit Infrastructure Inventory is an ongoing program to assemble a countywide GIS database to identify deficiencies in the transportation network for these modes. Improvements will be consistent with the Multimodal Long Range Transportation Plan, and the County Commission's initiative to enhance livability, particularly through improved facilities to support alternative transportation.

Broward County indicates several future pedestrian friendly enhancement projects in the City of Hollywood within the Broward County 2030 Cost Feasible Pedestrian Plan.

iii. Bike Network:

The City of Hollywood Bicycle Suitability Map M-7 displays bikeways and designates traffic interaction ratings but does not designate routes. It was determined the suitability map is more advantageous than a route map.

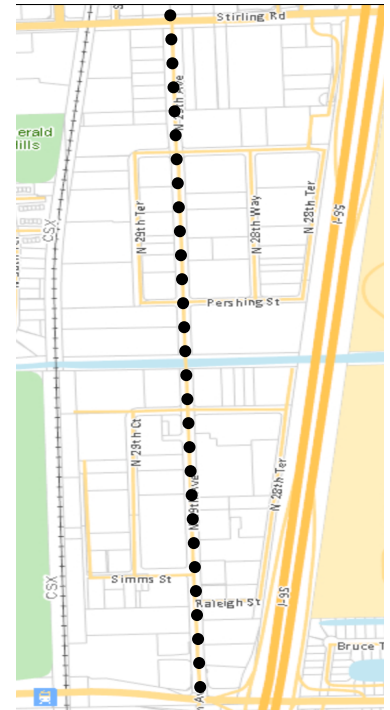
II. Overall District Challenges and Opportunities

There are various challenges and opportunities within the District. The existing conditions of the main corridor (N. 29 Avenue) provides opportunity for enhanced streetscape and pedestrian friendly activity, as well as, connection to the Tri-Rail station to regionally attract patrons. Creating a pedestrian friendly District will ensure foot traffic for economic development.

Internally, the district currently has acceptable levels of roadway service. Overall, the district is compact, measuring approximately 0.3 miles east-west and approximately 1 mile north-south, and should theoretically be walkable. Despite this quality, a waterway cuts through the center of the district, creating challenges for traffic circulation. While there has been focus on N. 29th Avenue, the other portions of the overall district have opportunity for connectivity and pedestrian friendly conditions.

i. North 29 Avenue

North 29th Avenue is a 4-lane divided road connecting Sheridan Street to Stirling Road. There are two northbound and two southbound travel lanes with a median (approximate 18 feet wide with grass with limited trees) dividing the north and south bound lanes of travel. Overhead utilities are located within the median along the entire roadway. Sidewalks are found on both sides of the street and are approximately 4.5 feet wide. It is estimated the existing right of way is between 75 to 80 feet wide.



Recommendations – N. 29th Avenue Option A: Linear Park

This option proposes the creation of a linear walkable park along N. 29th Avenue. This would most likely require a reduction of vehicular travel lanes from four to two lanes, and may require the City to underground the utility lines and shift the roadway. This option would provide the opportunity for outdoor activation space and outdoor dining/seating.



Option A: Linear Park



Option B: Enhanced Median, Landscaping, and Bicycle Lanes

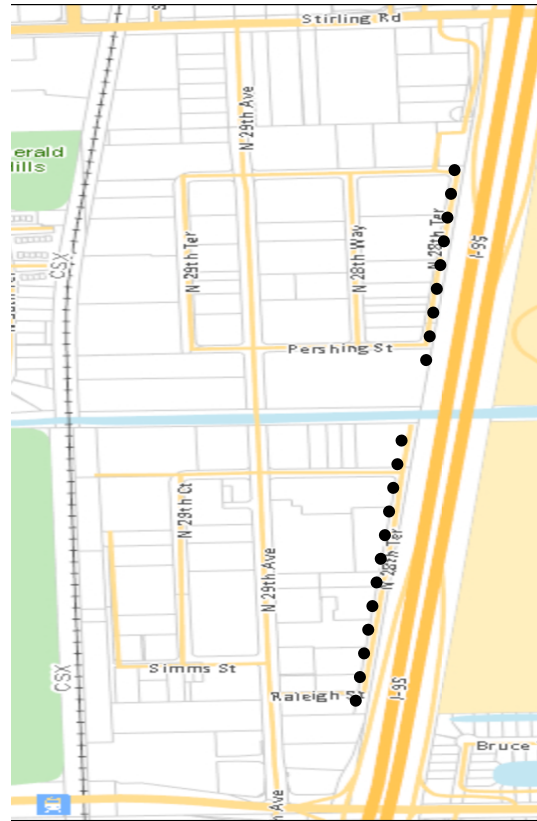
This option focuses on landscaping along the sidewalks and in the medians (subject to the requirements of FPL) to enhance the pedestrian experience and create a more inviting and walkable District. This option would require minimal investment, as opposed to the alternative options.

Option C: On Street Parking and Enhanced Landscaping



As an alternative to the Option B., this option proposes a lane elimination to be considered to provide for wider sidewalks and on street parking. Bicycle lanes may be able to be accommodated in this option as well. Additional landscaping along the sidewalks and medians would add to the streetscape and pedestrian experience.

ii. North 28 Terrace:



The enhancement of North 28th Terrace is a critical element to not only further the parking challenges along that roadway, but also the visibility of the District from I-95. Attractive and sophisticated signage to attract and notify vehicles of the District would be a great addition.

Existing Condition:

N. 28 Terrace is a challenging road with the opportunity to attract patrons to the District from I-95. It is divided by a waterway and provides limited right-of-way along some stretches of the road. Many of the businesses along this road are experiencing parking challenges and park on the swale.

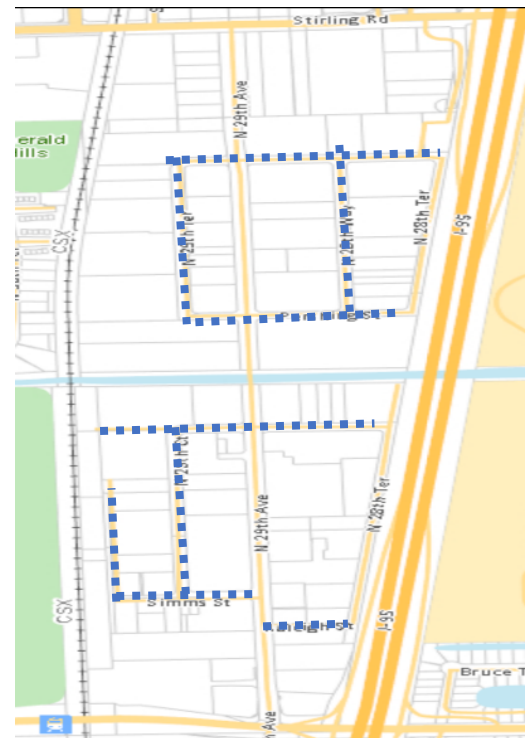


Potential One-Way Configuration

Recommendation:

It is recommended that the City consider conducting a traffic analysis to determine the feasibility of turning this road from two-way to one-way traffic flow. Should that be feasible the addition of sidewalks, on street parking and landscaping would greatly enhance this area.

iii. Other Streets:

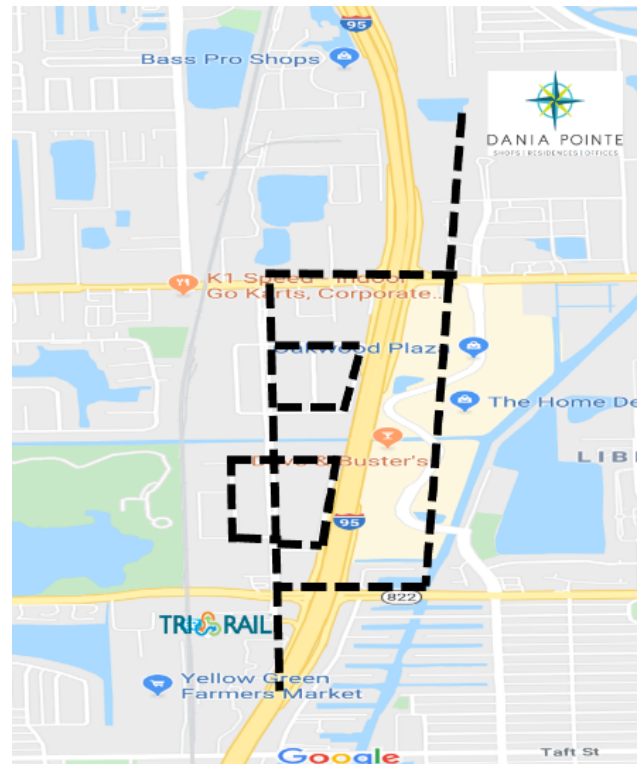


There is additional opportunity to enhance the secondary streets to provide for additional parking and pedestrian connectivity to both N. 29th Avenue, as well as, a greenway connecting to Tri-Rail. Many of the streets have existing shade canopy. The City may consider establishment of sidewalks on both sides of the street, on street parking, to alleviate the parking challenges of these areas, as well as, additional shade trees along the sidewalks.

iv. Connection to Tri-Rail

In January 2019, the Sheridan Street Tri-Rail station had a total of 10,575 weekday passengers and average of 459 passenger per week day. Another 1500 passengers on Saturday and Sunday. This ridership was an increase of over 1,300 passengers from the previous year. Tri-Rail is currently expanding their service line to connect directly to Downtown Miami which will provide additional opportunities for ridership.

The City may consider connection to the Tri-Rail station through a Micro-Transit Shuttle system to connect the District, Oakwood Plaza, and Danial Pointe to the Tri-Rail Station.



In addition, the City may consider studying the land under the Sheridan Street bridge and a partnership with Florida Department of Transportation and CSX for the development of a greenway.



v. Waterway – Promenade:



As provided for above, the City through zoning changes, may want to consider the requirement of inclusion of a waterfront promenade as properties along the waterway redevelop. This could serve for both enhanced pedestrian level access, additional greenspace, and nonmotorized watercraft.



vi. Additional Branding Opportunities with Transportation & Mobility Elements:



The City may also consider branding the District with specific lighting, seating, wayfinding and pavement markings, all of which contribute to the pedestrian experience. The availability of seating and shade are important for pedestrians who require stopping points to rest or shelter from the elements. Increasing the visual appeal may be accomplished with pavement markings such as crosswalk designs that improve safety and provide a brand of the District.



III. Conclusions + Next Steps

As the District develops, one of the main concerns includes ensuring adequate provision of transportation facilities and the need to account for parking. In addition, in planning for the future, creating a walkable district connected to the nearby Tri-Rail has been highlighted to be a major component to facilitate the growth of the District. Overall, the District should improve its walkability in the short term through the construction of new sidewalks, planting of shade trees, and the provision of benches to capture the highest and best use of the area. Next steps include evaluating options for North 29th Avenue, North 28th Terrace, the greenway connection to Tri-Rail and street enhancements in proposed subdistricts.

Chapter 6: Façade Improvements and Design Standards

I. Existing Conditions

Developed in the 1970's as an industrial park, the existing buildings throughout the parcel are generally constructed of masonry block or tilt-up concrete walls. The elevated floors and roofs are framed with steel framing. The basic "box" building seen throughout the parcel has few openings and architectural features on the façade. Newer tilt-up buildings such as the building at 2870 Pershing St, which houses Stark Carpet showroom (shown below), provide continuous glass storefronts. These elements improve the exterior aesthetics of the building.



II. Potential Improvements

Further aesthetic improvements can be made to existing "box" buildings by introducing not just additional glazing, but with the addition of architectural elements such as canopies and façade build-outs unique signage and wall art / murals. The Kravet show room (shown below), is a good example of how these additions can be executed. This is especially recommended for ground floors of all buildings.

In terms of more structural improvements, masonry and tilt-up wall structures typically have load-bearing elements along the exterior walls as well as steel post columns in the interior. Further, the exterior walls also act as lateral bracing elements to provide building stability against South Florida hurricane force winds. The buildings, however, are typically large enough that openings along the exterior walls can be made to introduce more glazing without too substantial of structural retrofit work. Possible retrofit work may include the following:

- Addition of steel lintel reinforcing bolted to the interior side of the exterior walls at new wall openings. These are typical structural steel channels that are bolted to the exterior wall right about the opening.

- Grouting and reinforcing of vertical masonry cells adjacent to new opening to create adequate jamb conditions. In some instances, a structural steel channel of HSS post may be needed.
- In instances where proposed openings substantially reduce the lateral load carrying capacity of the existing wall, additional retrofit would be required. This can be done by means of applying Fiber Reinforced Polymer (FRP) to the interior surface of the exterior walls. In the case of masonry walls, additional grouting of unreinforced vertical cells may be done. Alternatively, additional walls or bracing may be added elsewhere in the building to supplement capacity lost at the proposed openings.

While alterations of the exterior load-bearing walls may become more involved in complexity, addition of interior partition and demising walls to subdivide the building into flex space for tech and creative industries can be done with little complications. Since these warehouse buildings are primarily opening space with interior column grids ranging between 30 to 40 feet, interior (non-loading bearing) demising walls can be building to sub-divide the spaces as needed. Some trenching of ground level slabs will be likely as underground plumbing is placed and/or rerouted to fit the space layout. These types of modification can be done with little impact to the primary structural elements, thus keeping overall cost of remodel down.

III. Incentives

The LPT recommends the City consider providing incentives for businesses that improve their facades and support uses like tech and creative by reconfiguring spaces for flex warehouse. These incentives can be monetary, such as a reimbursement grants provided by the Commercial Property Improvement Program (CPIP) the City currently has. The LPT recommends the City consider expanding the CPIP program to include the Design and Commerce Center. Other incentives can be height and density bonuses from a zoning standpoint for property owners that improve or expand their building to include specific façade improvements outlined in a design standards document and referenced in the zoning and land use section.



IV. Design Standard Development

In line with the zoning recommendation presented previous, it is recommended the city develop design standards for improvement of existing façades as well as new construction. The purpose of the standards is to improve the quality, compatibility and permanence of design found throughout the district. Standards would be applicable to building and site design. Below is an outline of proposed design standards:

i. Building Design

Ground Floor Requirements: New buildings and improvements to existing building façades should be designed to include common features and materials that are used throughout the Park. As in the Wynwood case study, all façade should have a minimum percentage of the façade be glass and/or art. Enforcing this standard creates a sense of place and character within the park.



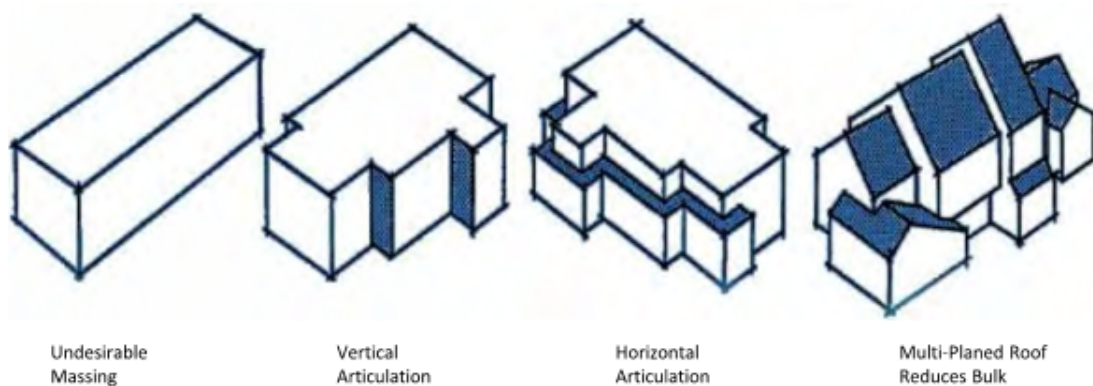


Entrances and Windows: All building entrances should be required to be clearly articulated to indicate a transition from the exterior to the interior of the building. Every main entrance would be required to have a special emphasis when compared to the other portions of the building. Consider requiring entrances to have an overhead element that provide minimal coverage. Requirements for windows should be coordinated with ground floor transparency and articulation recommendations with further analysis.



Façade articulation: New buildings designed with completely flat facades and monotone color schemes should not be permitted. All building should have façade variations and specific recommendations should be further evaluated.

Massing: Proper massing reduces the impact of massive bulk created by large buildings that may not otherwise relate in scale to surrounding development. This is particularly important in an existing industrial park where many of the existing buildings are “box” type buildings.



Pedestrians: All buildings in the two proposed walkable subdistricts should be designed with an integral focus on encouraging pedestrian activity and social interaction. Additionally, buildings that contain more than one story or that are above 20 feet in height should have additional design requirements to be further studied.

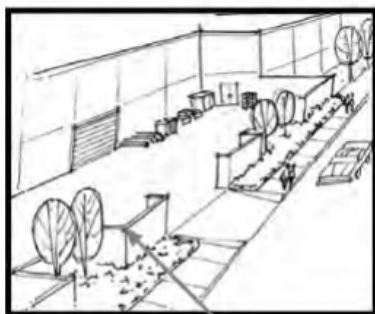


Signs: Signs located on any building façade should be compatible with the building’s overall design and the character of the district. Specific recommendations should be further evaluated and studied.

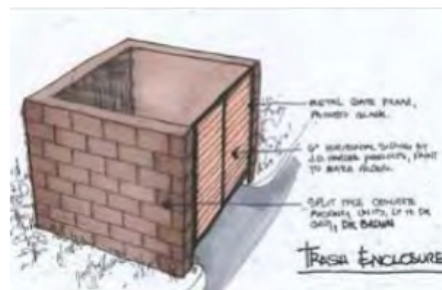
ii. Site Design

Building Placement: Building placement is integral to the site design and the overall effect any development has on a surrounding property. Building placement should be consistent with the overall character of the subdistricts and should be further studied. Building placement may include the following for further evaluation: (1) Building orientation and frontage. (2) Buildings located on corner lots. (3) Prominent architectural features at the corner where the two public streets meet.

Context: New development should match or compliment surrounding developments and landscapes to create a site which relates to its surroundings and adds positively to the overall environment.



A screen wall, combined with landscaping, enhances this loading area.



Screening: Part of the small details that often-become afterthoughts of a site plan are the design of screen elements. The elements play an important role in making aesthetically attractive site. Noise levels of loading and service areas can be reduced by screening with walls and landscaping. Outdoor storage areas, generators, A/C units and trash enclosures should be fully screened using approved masonry fencing and landscaping. Razor fences and uncoated chain link fences should be prohibited to be visible from the public right of way.



Landscaping: Landscaping is a tool that can be used to enhance and beautify a site and the building's architecture and design. This is especially applicable to new streets and pedestrian paths that are recommended in this study, to break the length of city blocks.



Surface Parking: A landscape plan is required for new developments. Similarly, parking lots should be landscaped and new design standards established for all future surface parking. Existing parking can be retrofitted to match the new landscape guidelines once they are further developed.



Street Trees

Street Trees: Street trees should be planted no further than 30 feet apart along public right of ways. Native plant species should be used with water efficient irrigation systems.



Down Facing "Bell" Fixtures different but matching

Lighting: Carefully planned lighting schemes can create safe environments for pedestrians and motorists. Lighting is an integral design element which adds to the overall site plan and building design. Light fixtures on signage shall be coordinated with building design to compliment the building architecture. Down facing fixture shall be provided in all parking lots.

III. Conclusions

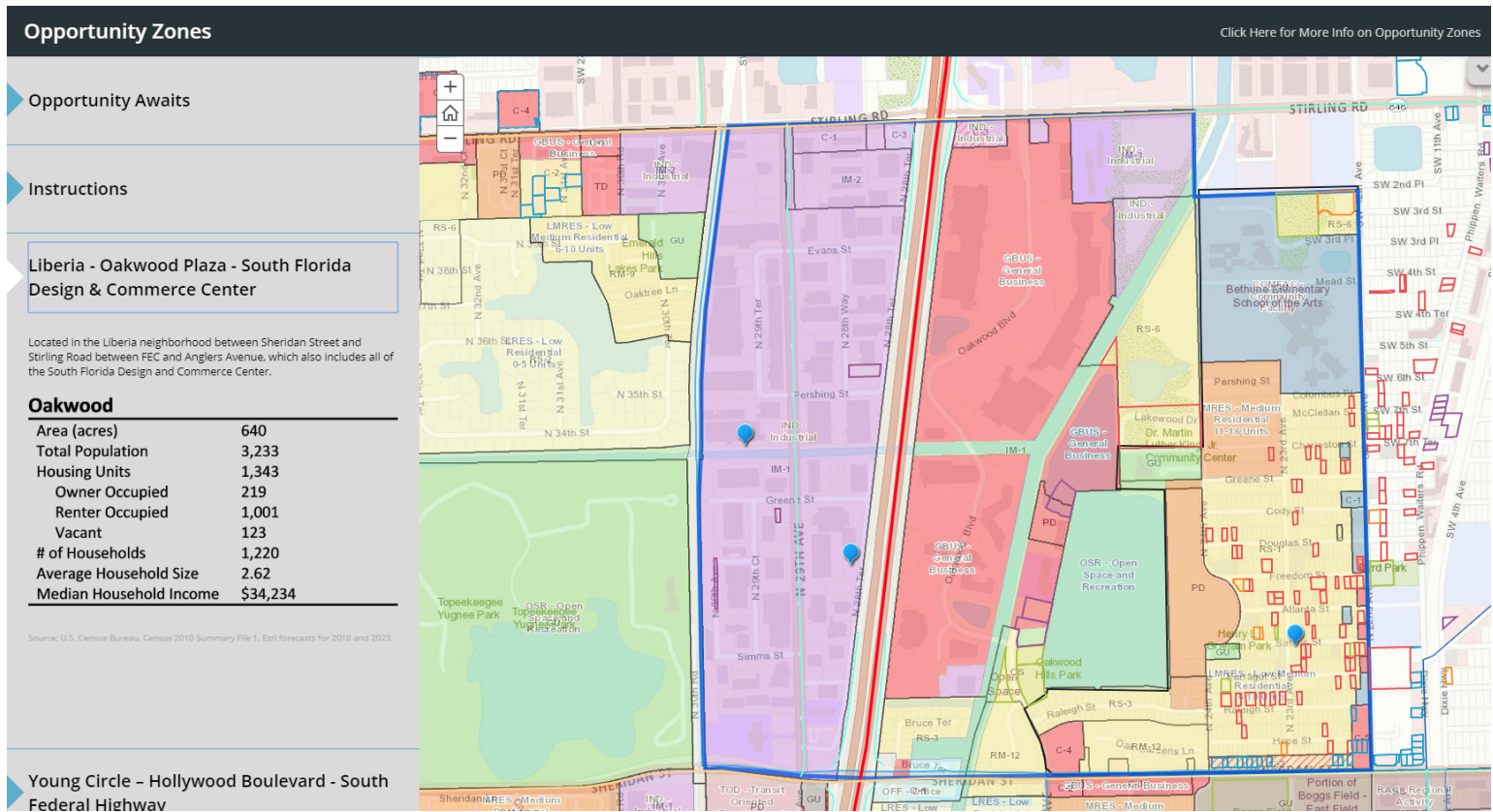
Implementation of these standards ensures that the goals and values of the Industrial Park are reflected in each building and facility. Evaluate opportunities to further develop design standards that promote the vision for the Industrial Park and consider opportunities for additional funding to incentivize building rehabilitation.

Chapter 7: Conclusion

This report offers different opportunities to create an overlay to create walkable districts, enhance streetscape and create smaller blocks with pedestrian paths and new streets. All these opportunities can be enforced through zoning. To realize this, the Leadership Project Team (LPT) recommends creating a zoning overlay district that incorporates the 13 recommendations presented and uses incentives, like those used for the Wynwood case study. To support these newly created walkable districts, the LPT recommends modifications to existing parking as well as creating a new surface lot at the proposed site at N 28th Terrace. Improving the main thoroughfares, N. 29 Avenue, with one or a combination of options presented in this report will drastically improve the aesthetic and function of the district. Further, exploring the option of making N. 28 Terrace a one-way road will allow for additional parking and landscape, greatly enhancing this area, which so prominently visible from I-95. Lastly, while the majority of the buildings in the district are basic “box” type buildings, the aesthetic of these can be modified rather simply to suit other uses such as show rooms by introducing more windows along long solid wall lengths. The Kravet show room is a good example. Further, the LPT recommends the City develop design standards for the district for new buildings as well as remodeling of existing buildings façade to improve the quality, compatibility and permanence of design found throughout the district.

Exhibits

OPPORTUNITY ZONE MAP



SITE PHOTOS
South of Canal











Canal



North of the Canal





