

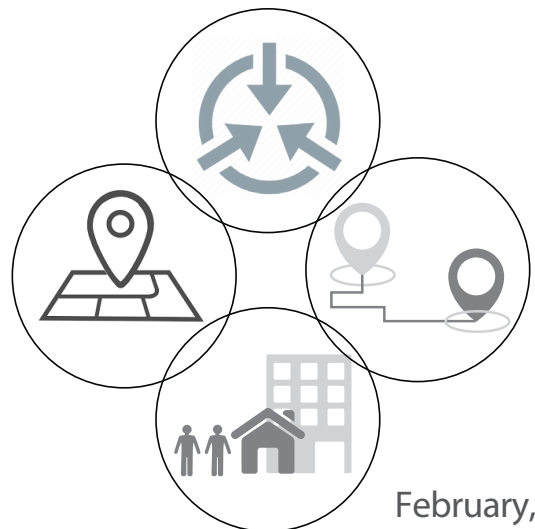


KITTELSON
& ASSOCIATES

Barriers Tech Memo

Identifying Challenges to Foster a Connected, Walkable & Livable Place

MULTIMODAL COMMUNITY PLANNING STUDY



 **NEXT STOP**
FORT LAUDERDALE
Advancing the Vision

February, 2019

MEMORANDUM

Date: February 22, 2019

Project #:
22317

To: Craig Pinder & Jim Hetzel
City of Fort Lauderdale
290 N.E. 3rd Avenue
Fort Lauderdale, FL 33301

From: Fabian de la Espriella, AICP & Mary Raulerson

Project: Fort Lauderdale TOD Program

Subject: Barriers Technical Memorandum



EXECUTIVE SUMMARY

The Next Stop Fort Lauderdale Planning Study is advancing the City's vision to enhance quality of life in the community by addressing the various elements related to livability. The concept of livability is rooted in the way people experience communities and is typically linked to a range of qualities people search for in a place to call home. These factors include having supportive community features and services to feel safe and secure, offering economic opportunity, supplying accessible and affordable housing, and providing adequate mobility options. Together, these conditions facilitate personal independence and foster social interactions. Livable communities help residents thrive, and when residents thrive, communities prosper.

In terms of livability, the following elements are critical for consideration in order to achieve the City's vision:

- Physical Environment is to be Inviting, Attractive and Comfortable
 - Human scale/comfort
 - Connections between land uses and public rights of way/public-private interface
- Neighborhood Character (preservation)
- Economic Competitiveness/Sustainability
- Housing and Jobs Proximity (employment access)

- Access to Daily Needs (convenience)
- Access to Places to Play (parks and open space/entertainment)
- Access to Learning Opportunities (education)

The Fast Forward Fort Lauderdale Vision Plan 2035 states that neighbors want a multimodal community where people can get around by car, transit, bicycle and walking. Creating a safe and walkable city was identified as a top ranked priority in the plan. This Planning Study is exploring mechanisms that the City can use to foster places that are walkable, connected, and livable.

This memorandum summarizes findings that the Planning Study project team has identified during the past months through interviews and discussions with residents, businesses and investors, City staff, and partner agency representatives; through on-line surveys and meeting questionnaires; and through the review of various guiding planning and development documents and procedures.

The Planning Study community outreach activities have been ongoing since mid-August 2018. Since then, the project team has interacted with members of the general public, residents, and the various Civic Associations active within the planning area. Interview and focus group discussions were also held from September 11-13, 2018 at the South Side Cultural Arts Center in downtown Fort Lauderdale. The project team met with approximately 35 people spanning a wide variety of fields in the public, private, and non-profit sectors; each interview lasted roughly one hour. These stakeholders included business organizations, developers, land use attorneys, affordable housing staff, city planners, transportation and transit officials, university professors, and public-school educators. All of these discussions were conducted individually or in small groups, depending on availability and shared interests among stakeholders.

This document is organized according to four themes that frame the challenges and barriers the City faces as it tries to fulfill its vision of becoming a connected and livable place. These themes and concerns are:

- Access and mobility
 - There are several high-volume streets that act as access barriers to pedestrians and bicyclists
 - There are serious safety concerns for biking and walking, and the city has no cohesive transit vision
- Market and affordability
 - Fort Lauderdale is one of the most cost-burdened communities in the country
 - Available resources for affordable housing do not cover development expenses
- Regulations and the development process
 - The development process lacks consistency, especially in areas with walkability goals
 - The city's land development code needs more clarity and predictability for developers
- Interagency coordination
 - Streamlined coordination between City, County, and State agencies

- Increased collaboration with Broward County where city and county policy goals differ

Each topic will highlight area-wide issues and focus on matters within the planning area for the purpose of this Planning Study. Information provided in this memorandum is designed to capture the key ideas presented through discussions and document review and therefore does not represent specific interests or individual perspectives.



ACCESS AND MOBILITY

Access and mobility challenges are a high priority in this community and were a common theme during the Planning Study team's discovery process. Quality and choice of transportation options – both on a broad county scale and at a more local scale – is of primary importance for stakeholders across all sectors.

A growing interest in the city as a place to live and invest offers a unique opportunity to build its public realm for the purpose of reconnecting its places and reimagining its use of urban space. For over a century, many streets have been dominated in their design and use by a single form of transportation, namely the car. With a new perspective on mobility must come a new set of design principles for street stewardship, street design, and mobility solutions.

Area-Wide Issues

Streets provide both, mobility within and through an area, and the experience of community. They form the backbone of how places function. As public gathering places and passageways, they are a fundamental aspect of how we experience our cities. However, many streets function as throughways because they have been designed in ways that divide neighbors from one another and from the destinations of daily life. Streets have become barriers although they have the potential to be seamless connectors. Understanding where and how they act as barriers is the first step toward livable placemaking, where streets are designed and built as seamless connectors, and are safe, comfortable and accessible to people in all modes of transportation.

Safety

Dangerous by Design 2019¹ is a report by Smart Growth America that focuses on the 100 largest census-defined metropolitan statistical areas (MSAs) nationwide considered the most dangerous for people

¹ Dangerous by Design [2019](#)

walking. The 2019 report documents findings from pedestrian crashes recorded from 2008 to 2017. **The Miami-Fort Lauderdale-West Palm Beach, FL is in the top 20% of most dangerous areas in the nation, ranked 14th on the list.**

This report provides a state-level ranking based on the Pedestrian Danger Index (PDI), which is the calculation of the share of local commuters who walk to work and the most recent data on pedestrian fatalities. Florida continues to be ranked the most dangerous state for walking and biking in the US (with a total of 5,433 pedestrian deaths between 2008-2017 or 2.73 average annual pedestrian fatalities per 100,000 people), underscoring a critical need at the national, state, and local levels to turn this around. This study also highlights that metro areas with lower median household incomes have a higher Pedestrian Danger Index (PDI). Florida has been at the top of the list for five consecutive times since this report was first released. Implementing transportation projects that provide safe, comfortable, and convenient access for all users is how cities are taking steps to address this issue.

THE TOP 20 Most Dangerous States for Pedestrians (2008-2017)

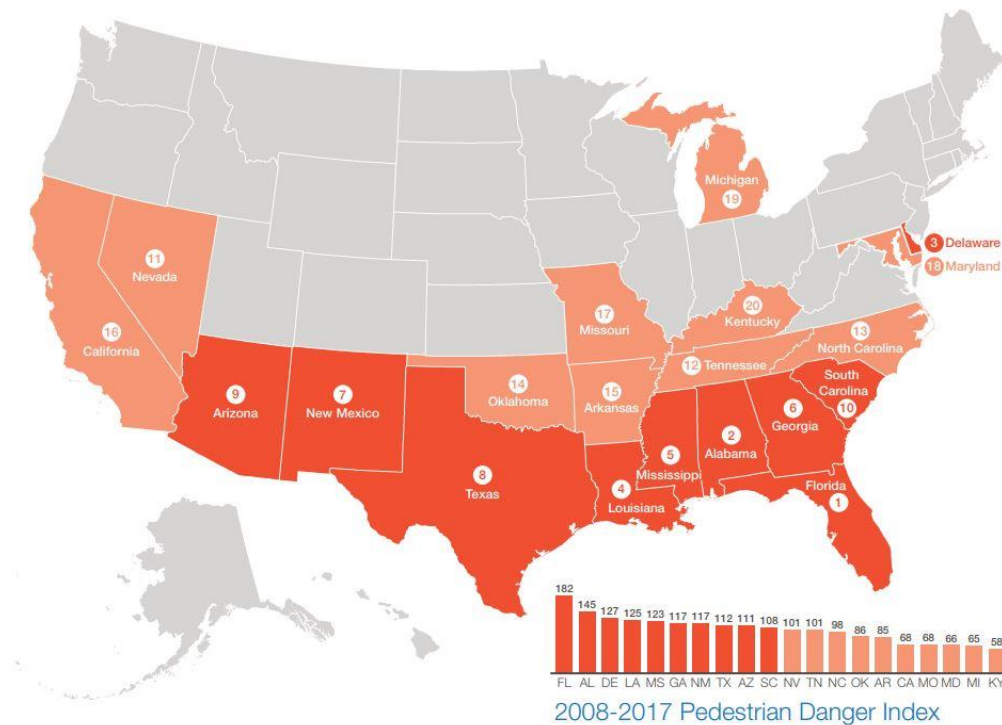


Figure 1: Pedestrian Danger Index Top 20 State Ratings²

² Dangerous By Design 2019 ([2019](#))

The City has developed a Vision Zero A Safety Action Plan³ with the goal of eliminating fatal crashes and serious injuries in Fort Lauderdale. Fort Lauderdale has the fifth highest traffic fatality rate and the second highest pedestrian fatality rate in the United States. Among the factors attributed to the high crash rates, the city has identified a lack of pedestrian and bicycle-friendly infrastructure, alternative transportation options, as well as mid-block transit/bus stops. Per the reported crash data, alcohol was a factor in 23% of all traffic deaths, including 28% of pedestrian and bicycle related fatalities.

In addition, more than 1,400 pedestrians and bicyclists suffered injuries on Fort Lauderdale’s streets between 2009 and 2014 and fifty-four children and young adults, ages six to 19, were involved in crashes walking or riding a bike to or from school. It is important to note that 82% of crashes involving pedestrians occurred at non-intersection areas between 2009 and 2014.

Figure 2 shows the most recent available fatal vehicular crash rate by mode per year; the number fatalities experienced an increase for pedestrian, bicycle and vehicular crashes – motorcycles have experienced a general decreasing trend except for 2015. Pedestrian fatal crashes have been overrepresented throughout the years and vehicular traffic fatalities experienced a significant increase in 2016 when compared to the previous year trends in the City. When considered relative to their share of roadway users, these pedestrian and bicycle crash statistics are particularly significant and call for additional action to improve vulnerable road user safety.

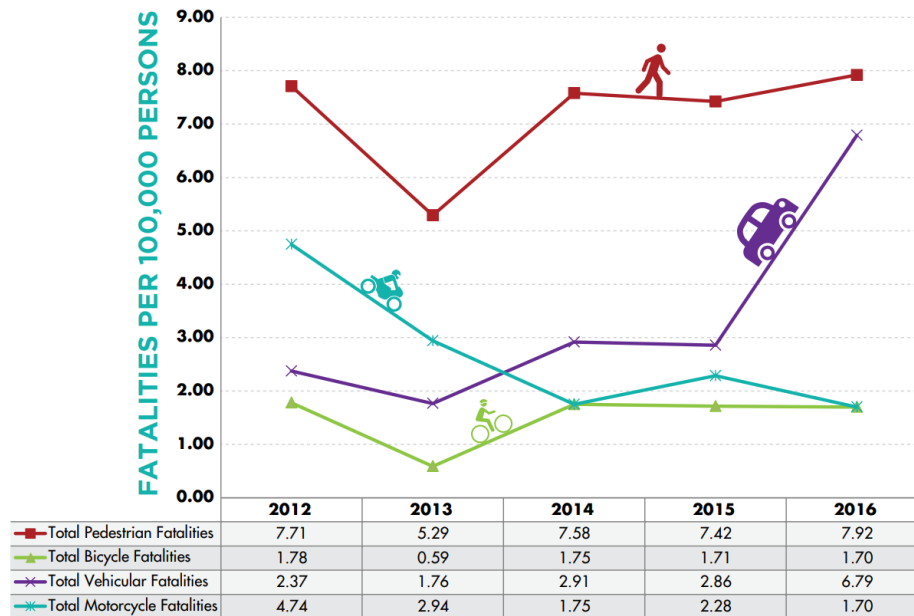


Figure 2: Fort Lauderdale Fatal Crashes per 100,000 persons 2012-2016 ⁴

³ Vision Zero: A Street Safety Action Plan ([2015](#))

⁴ Vision Zero Fort Lauderdale Five-Year Action Plan ([2018](#))

Transit

The relative effectiveness of transportation options (i.e., buses, bicycling, and walking) depend on how well streets are designed to work for these respective modes in terms of safety, comfort, and cost, which can sometimes counteract their relative effectiveness against each other. For example, a street network that works well for high-speed vehicle traffic may work well for buses, but not for bicyclists and pedestrians. Based on the team's interactions, people across the board recognize that transit needs to be improved – this was one of the most common themes from the stakeholder discussions. Broward County Transit provides exceptional service to the Broward Central Terminal a few blocks from downtown, but the rest of the city is not as well served by transit. Fort Lauderdale's Sun Trolley focuses on local city trips, but not all lines connect to Broward Central Terminal. Even with better connections, the Sun Trolley does not have a dedicated funding source for future operations.

There is no agreed-upon strategy on how to improve transit needs within the city. Broward County's preliminary proposal for a light rail system, does not prescribe an alignment through downtown Fort Lauderdale. Additionally, the county's penny sale surtax provides no clear transit vision, let alone how that vision gets funded and implemented. The surtax increase for transportation improvements passed with 60 percent support on the November 2018 ballot, but cities have little clarity on how projects will be planned and prioritized for funding.

The Broward Central Terminal and Brightline station is the main transit and mobility hub in Fort Lauderdale. Transit users who arrive at this location will need to cross Broward Boulevard and Andrews Avenue (and some may need to cross 3rd Avenue) to reach the main commercial and retail areas in the study area, all of which are multi-lane roads with high vehicle volumes. Fort Lauderdale's Tri-Rail station is even further away – along I-95 at Broward Boulevard.

Commute

With limited transit options available the resulting reliance on single-occupancy vehicles is impacting everyone's commute in the city and the county. Medium and low-wage workers who cannot afford to live in the city have long commutes to get to their jobs. Residents closer to the beaches and tourist destinations have few alternatives to using major roads for commuting purposes. With approximately 50,000 workers commuting into downtown Fort Lauderdale every day, the city faces growing transportation challenges on an already constrained street network.

Another factor contributing to challenging commutes in the study area is the overall expense associated with living in urban housing. Urban housing is made costlier due to the need for expensive parking structures to meet lending criteria. The additional parking occupying upper stories reduces the new building's contribution to a comfortable and convenient public realm. High housing costs drive people further away from their jobs, increasing the overall commute time for employees and further clogging major roads while more drivers compete for limited road space. Many commuters find themselves having to tackle the issue alone—having to weigh choices between flexibility, cost, speed and relaxation to navigate the best way to get to work. The result: frustrations behind the wheel, missed

transit connections, stress and employees who arrive at work exhausted when the day has only just begun.

According to the Washington Post, at a national level, it now takes the average worker 26 minutes, in each direction, to travel to work — up 20% since 1980. Perhaps not surprising, people dislike their commutes more than just about any other activity in their lives. In Fort Lauderdale, the average commute time in each direction for most people is approximately 30-34 minutes. With longer commutes, most of people’s free time is spent on sleep, work, and chores, with little time for community, leisure, or new pursuits.



Source: American Community Survey, 2012-2016 - 5-year estimates.

Planning Area Issues

Understanding the users of the transportation network and their ability to access safe mobility options is key to identify the challenges related to each mode of transportation. While the city is making progress toward accommodating different users of the system, the following types of users within the planning area typically deal with a series of mobility barriers described here:

- Residents/Visitors/Workers travelling in and around the Planning Area
- Workers (50,000) commuting daily into and out of the Planning Area
- People travelling into and out of the Planning Area for special events, services, etc.

The following were identified as general challenges related to each transportation mode:

Walking: Unsafe walking conditions; Lack of continuous and clear sidewalks; Lack of safe roadway crossings; Lack of safe access to land uses from public right-of-way (ROW); Speed of automobile traffic; Lack of destinations within a reasonable walkshed; Lack of shade; Lack of wayfinding/information to destinations; longer routes due to physical and natural barriers such as waterways and railways; reduced access due to street closures during construction; inadequate lighting

Biking: Unsafe biking conditions; Lack of continuous and clearly marked bike facilities; Lack of dedicated facilities; Lack of safe and marked roadway crossings; Lack of safe access to land uses from public ROW; Speed of automobile traffic; Lack of destinations within reasonable bikeshed; Lack of bike parking; Reduced access due to street closures during construction; Lack of wayfinding / information to destinations

Bus: Lack of frequent service; Lack of reliable service; Lack of convenient service for hours needed; Lack of park-n-ride lots to capture riders outside of downtown/core; Perceived safety issues; Long travel times; Lack of direct connections between origins and destinations (O-Ds); Lack of shade and bus stop facilities; Unsafe access to bus stops; Lack of live/arrival/departure information; Lack of dedicated space for premium/express service and lack of priority for transit vehicles.

Rail (TriRail and Brightline): Lack of frequent service; Lack of reliable service; Lack of convenient service for hours needed; Perceived safety issues; Long travel times; Lack of direct routing/connections between origin and destinations; Lack of shade; Unsafe access to stations; Lack of services/destinations in and around stations; Inconvenient access to other travel modes; Inadequate wayfinding to/from stations.

Automobiles: Congestion during peak periods; Safety conflicts and concerns; Lack of convenient parking; Cost of owning, operating, and parking downtown; Long delays at garage access points during peak and off-peak conditions as residents and commuters both leave and arrive; Long delays due to event traffic; Reduced access due to street closures during construction; long signal cycle lengths

Rideshare: Lack of dedicated space for pick up/drop off; Congestion during peak periods; Safety conflicts and concerns; Reduced access due to street closures during construction; Less availability in some areas

Bikeshare: Unsafe biking conditions; Lack of continuous and clear (marked) bike facilities; Lack of dedicated facilities; Lack of safe and marked roadway crossings; Lack of safe access to land uses from public row; Speed of automobile traffic, particularly on arterial streets; Lack of destinations within reasonable bikeshed; Lack of bike parking/stations; Reduced access due to street closures during construction; Lack of wayfinding/information to destinations

Water Taxi/Trolley: Lack of frequent and convenient service; High cost to passenger; Lack of wayfinding/information to destinations; Lack of live/arrival/departure information; long travel times

Of the majority of workers living within 7 miles and travelling to job centers in the planning area, only 25% are within a quarter mile (5-minute walk) of any bus service, a standard used by many transit agencies according to the National Association of City Transit Officials (NACTO).⁵ Only 7% are within a 5-minute walk to a Sun Trolley route. All worker location data comes from the Longitudinal Employer-Household Dynamics, which is part of the Census Bureau. Local transit options and the Sun Trolley, in particular, have experienced decreasing ridership, unpredictable service and impermanent system routes. The Trolley's program lacks a dedicated funding stream and receives funding from a variety of sources including grants. This has made it challenging for the Trolley to provide reliable transportation service to the communities it serves. The sales surtax approved on the ballot on November 6th is

⁵ Making Transit Count: Performance Measures that Move Transit Projects Forward ([2018](#))

expected to provide reliable funding to Sun Trolley operations and may be a source to create a more customer-responsive service plan with greater frequency and span of service. The Brightline rail service has brought a regional rail option closer to downtown, creating a significant transit connection within the tri-county area.

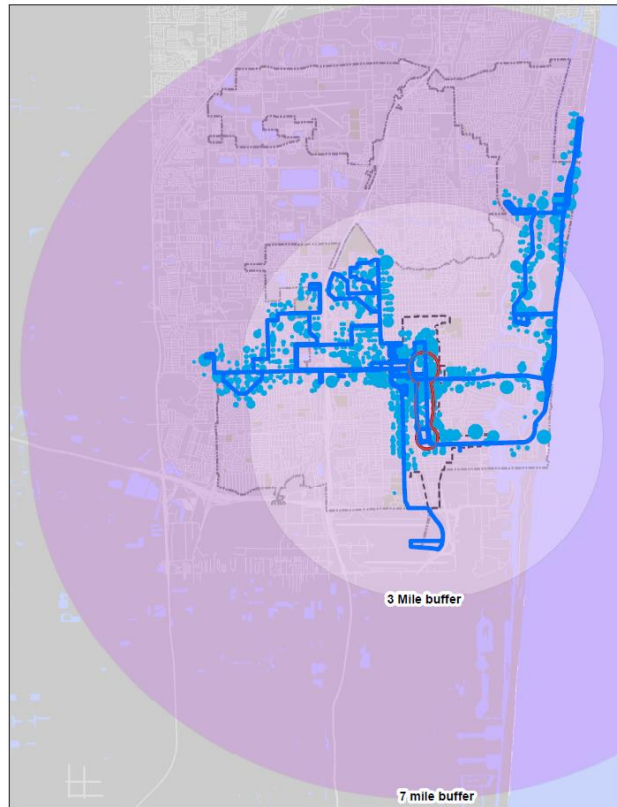


Figure 3 Planning area workers within ¼ mile of Sun Trolley Routes (Source: LEHD 2015, Kittelson)

Workers within 3 mile buffer who are within .25 miles of any bus service	3577	9.6%
Workers within 7 mile buffer who are within .25 miles of any bus service	9374	25.3%
Workers within 3 mile buffer who are within .25 miles of Trolley service	2206	5.9%
Workers within 7 mile buffer who are within .25 miles of Trolley service	2605	7.0%
Total jobs in Study Corridor	37112	

Figure 4 LEHD Data for workers in the study corridor who live within ¼ mile of Sun Trolley or Broward County Transit

A comprehensive transit vision is needed to answer questions raised about how the city shall continue to grow – as proximity to the Wave streetcar line attracted new development without the negative impacts of added parking (to the public realm and added auto travel) in the planning area. Without the

Wave Streetcar, the City needs a new vision for transit. Until transit plans provide a way to address both internal circulation and regional connectivity needs with greater certainty that reliable routes will be in place over the long term, the City will find it challenging to prioritize transportation investments, including those of the private sector and Broward County.

Walkability and the quality of pedestrian infrastructure (e.g., sidewalk network) are major concerns among community members and stakeholders. Major arterials, such as Broward Boulevard, and geographic features such as the New River and the FEC rail line create barriers for people on foot. People need to be able to safely cross Broward Boulevard to reach destinations in downtown Fort Lauderdale. The Wave Streetcar's initial support included its ability to bridge these barriers. Another popular request was for wider sidewalks not only to give people a comfortable walking space, but also to offer space for shade, separation from traffic, and activity along the sidewalk spilling from the adjacent land uses. This was especially important in areas that generate pedestrian activity.

Creating a safe, connected transportation network was a top ranked concern of Fort Lauderdale neighbors according to the 2012 Neighbor Survey completed as a part of the Fast Forward 2035 vision plan process, adopted in 2013. In 2013 the City of Fort Lauderdale also adopted a Complete Streets policy to guide planning and decision-making, as well as developed a Complete Streets manual to guide project implementation. These guidelines were aimed at creating a balanced mobility system for all users regardless of travel mode and ability by creating a framework to transform public infrastructure to help address a host of critical issues that city faces, including traffic congestion, an incomplete network of sidewalks and bike facilities, roadway safety concerns, and decreased levels of public health conditions. Since then, the City has made efforts to prioritize Complete Streets projects for implementation and faced several bureaucratic and institutional obstacles across the board, especially with partner agencies where the paradigm shift has taken longer to trickle down to the staff level, creating frequent philosophical and technical disagreements. These conditions have generated frustration among the parties and posed a challenge in the project development and implementation process.

Safety

Based on the data presented in the Vision Zero Safety Action Plan, the number of pedestrian and bicycle crashes appears to have a high correlation to census blocks with a higher number of people who walk or bike to work; a condition that is concentrated within the Planning Area. Furthermore, the relationship between pedestrian and bicycle crashes with census blocks with no vehicles available denotes a direct correlation between the two measures – the higher the number of people with no vehicles available, the higher the number of reported pedestrian and bicycle crashes.

The Safety Action Plan identified the top priority areas based on the highest number of pedestrian and bicycle crashes and fatalities in the city. The following list reflect the top priority areas that overlap with the Planning Area boundaries.

Top Priority Corridors:

- Sunrise Blvd from I-95 to A1A
- Broward Blvd from I-95 to US 1
- Las Olas Blvd from Andrews Ave to SE 15 Ave
- SE 17 St from SE 3 Ave to E Clay Shaw Jr/Causeway Bridge
- Andrews Ave from New River to NE 4 St
- US 1 from SE 19 St to SE 14 Ct
- S 2 St from Powerline Rd to NE 3 Ave
- US 1 from New River to Broward Blvd
- Davie Blvd from SW 4 Ave to US 1

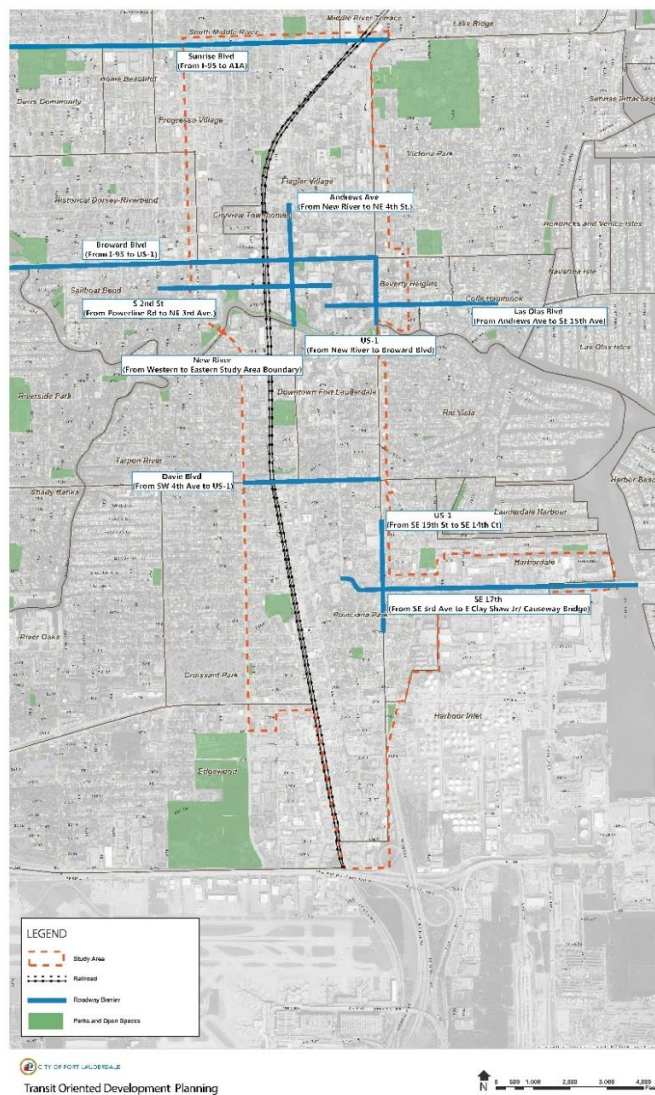


Figure 5: Physical Barriers Map

The following zones, which overlap within the TOD Planning Area boundaries, were identified as problem areas within the city by the Safety Action Plan:

- **Central-West Zone:** *This mixed-use area includes commercial corridors along arterial streets, surrounded by multi-family and single-family residential areas. Pedestrians and bicyclists must cross major intersections and corridors to reach area parks and amenities. This zone also includes the largest number of schools.*
- **Central-East Zone:** *The area contains a mix of land uses with increasing density of residential areas along arterial corridors. A high number of major crash corridors is, partially attributed to the volume of users on the streets. The lack of bicycle infrastructure causes major challenges in this zone.*
- **South-East Zone:** *This zone's combination of commercial and residential use mixes pedestrians, bicyclists, and cars with large commercial vehicles.*
- **The New River:** *There are three bridges and one tunnel that carry motor vehicles, bicyclists, and pedestrians across and under the New River within the study area. Each river crossing is a multi-lane road or state highway with high vehicle volumes that pedestrians and bicyclists must navigate.*

Parking

The development community is generally supportive of ways to reduce off-street parking in their projects. They specifically support an in-lieu fee to fund transit programs, especially if the city chooses to cap the height of parking garages (for example at seven stories). Podium parking is often undesirable, as it can potentially create scale, massing and building frontage issues. While many stakeholders feel that there is an oversupply of parking in Fort Lauderdale, more on-street parking is desired. On-street parking can help placemaking initiatives, support economic development, and provide a buffer protection to pedestrians from moving traffic. The City has considered establishing parking maximums in the downtown area in the past, but developers are worried that such a regulation may impact project financing and can reduce the City's ability to leverage its ability to regulate parking to gain public realm investment as part of the new development.



MARKET AND HOUSING AFFORDABILITY

Fort Lauderdale is the economic driver of the region; it has the lowest unemployment rate and generated approximately 17,000 to 30,000 net new jobs over the past few years. The planning area holds about 41 percent of the jobs in the city. However, there are several constraints that are impacting the city's overall economic growth, including: an uncertain development environment, lack of housing availability, and limited funding for schools. This section focuses on these market and housing affordability issues within the planning area to better understand existing barriers.

Market | Livable communities with integrated live, work, and play opportunities create a strong market demand.

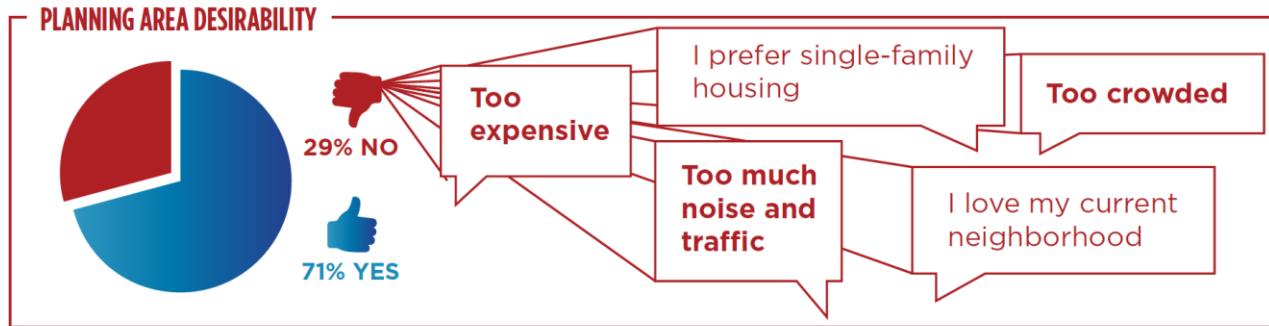


Figure 6 Planning Area Desirability – Summary Comments

Area-Wide Issues

With lots of recent development activity in and around Downtown Fort Lauderdale, a perceived anti-development sentiment is having an impact on project feasibility in the city. In addition to this, residents are experiencing planning fatigue as they feel that they have been involved in previous planning efforts, are seeing first-hand how the area is changing, and don't see the implementation of mitigation projects which are identified in the various planning documents to counterbalance the impacts of new developments in the area.

Housing affordability and availability of housing options at various price points is an issue that has been brought up by stakeholders and community members at every level. In Broward County, an average two-bedroom apartment costs \$1,800-\$2,100 per month, which represents a high cost burden to families given the existing income levels. A recent Harvard study (The 2018 State of the Nation's Housing report; Joint Center for Housing Studies of Harvard University) stated that Broward County is the most cost-burdened metro area in the entire country, meaning that more people here are spending over half their monthly income on rent than anywhere else in the country. More than one-third of Broward County residents spend at least 50 percent of their income on housing. Statistics show that approximately 100,000 affordable housing units are needed countywide to meet the current demand.

In general, rents have stabilized but construction costs have increased. The market is successfully providing units for higher income millennial singles and couples and empty nesters. Primarily, development activity has been focused on market-rate luxury apartments. Some condominiums, commercial, and supportive uses (retail and eating/drinking establishments) are also being constructed.

Tourism is a top economic activity in the county and the city. However, the service industry employees working in hotels, restaurants, and retail stores are unable to afford housing in Fort Lauderdale and are subject to long commutes to get to work within the planning area. Fort Lauderdale is at risk of losing its workforce to other economic generators in the county- as the workforce may find it too challenging

to work in the city (they can't park here, they can't drive here, and they can't live nearby), and eventually negatively impact the tourism industry locally.

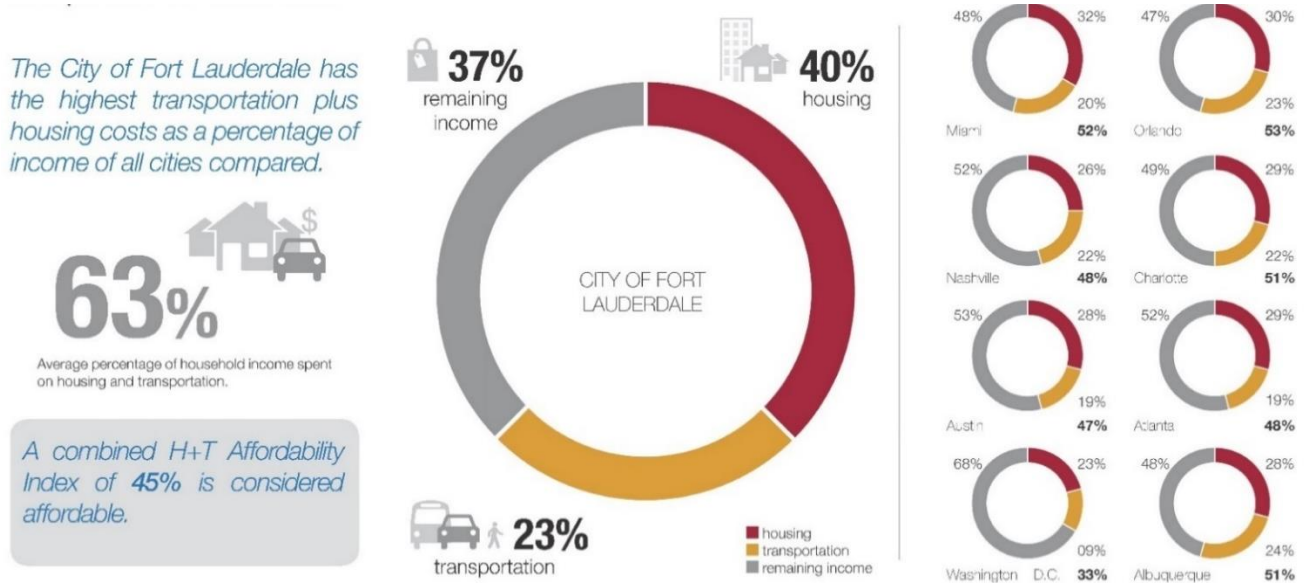


Figure 7 Housing + Transportation Affordability Index

There is a desire to see affordable housing units spread more broadly throughout the city and the county. Right now, most affordable units in the county are located between the Florida Turnpike and US 1. The city could play a strategic role assembling sites and establishing potential public-private partnerships for the construction of projects. Additionally, public transit routes should be aligned to better connect affordable neighborhoods with jobs and amenities.

A series of existing and proposed regulatory provisions offer density incentives to projects that provide a percentage of affordable housing units for households within a target income range. Creating affordable housing opportunities through density incentives (such as in the NW CRA), may not be attractive enough to developers due to the associated high costs of construction.

The City is studying the possibility of establishing a housing program to meet an affordability requirement (15%) provision per the land development code in relation to the RACs. This affordability requirement does not have to be met through inclusionary zoning. Various groups agree that inclusionary zoning is not an adequate policy solution to address all of Fort Lauderdale’s affordable housing needs – some believe the requirement applied to the planning area will put a stop to all development in the vicinity of downtown due to conflicting investment interests. No other cities in the region have an inclusionary zoning policy, so there is no baseline for comparison. Some stakeholders were more open to an in-lieu fee, but such a fund would require additional staffing resources to manage and administer the program. Other ideas included fostering public-private partnerships to assemble sites and facilitate the construction of new units. Most importantly, affordability needs to be better defined and the City still needs to establish a median family income (MFI) target for the potential housing program.

Homelessness is another major concern in the city and in the county, and it is impacting the perception of safety and desirability of the impacted areas. Homeless residents need accessible services and a longer-term plan to move into stable housing. When the City works to establish an MFI target for a housing plan, it is important to consider initiatives for housing those at the lowest end of the MFI scale.

Education

The Broward County School District is the 6th largest district in the country. However, historic trends in Fort Lauderdale reflect high enrollment rates in private schools. Recent data analysis shows that the lowest grade level enrollment rates during the last two years have been in Kindergarten (fewer kids entering the public-school system). In addition to this, 5-year growth population projections only reflect a small increase rate for school-aged children. Approximately 522 new children ages 0-12 are expected to enter the school system by 2023, about 100 per year, even considering migration/mobility from Miami-Dade. This forecast applies to the planning area and in general to neighborhoods within a 10-minute drive time from downtown. Overall, there isn't an identified need to expand public-school facilities given the current demand, trend and projected growth in the near future.

In relation to budget constraints and funding, most public schools have deferred maintenance and safety concerns that have not been addressed, therefore an \$800 million-dollar SmartFund was recently passed to address these needs. Furthermore, the State has also declared that no new schools are to be built in the area unless demand increases dramatically. The State's budget allocation per student is low in Florida (Florida is ranked 47th out of 50 states), which appears to be a reason why national charter schools are not interested in entering the Florida market.

Trade jobs are just as important as a university education. However, they are challenged by a mindset that puts more value on college education (most metrics about quality of schools are related to college matriculation), and public high schools that do not want to risk losing funding by referring students to dual enrollment programs for technical education/vocational training. Vocational training is in great demand in South Florida and appears to be an unmet need.

Florida Atlantic University's Fort Lauderdale campus is located in the heart of the planning area. The school does not offer on-campus housing, so housing options are limited for students wishing to live on and near campus. Poor transit access with long commutes has proven to be a challenge to FAU students who take classes at either the Boca Raton or Davie campuses, in addition to Fort Lauderdale. The accessibility has reduced synergies possible between the campuses and affected program and course offerings of the Fort Lauderdale campus.

Market

There is no doubt the planning area has been experiencing an active real estate market in recent years. Nevertheless, development activity within the planning area may appear to be unbalanced as residential development has been dominant for twenty years. Class A office space is scarce (most of

the space available only suites smaller office tenants). In general, development in the planning area appears to have been focused on housing and tourism.

Stakeholders identified several neighborhoods that are on the rise or ripe for redevelopment. These areas include Cityview, Flagler Village, Progresso, and the Broward Health Medical Center area. The MASS District and FAT Village Arts District were also identified as being successful areas that could catalyze growth within the vicinity. Most of these areas are north of the New River – future opportunities south of the river may be on the horizon, however there’s a noticeable anti-development sentiment among the adjacent communities, and City leadership is tasked with controlling the pace and scale of development to balance the concerns of the surrounding neighborhoods, which may conflict with private development interests. Additionally, it appears that banks are not as willing to lend to multi-family development projects in recent years, and land costs and construction costs are at their peak.

Workforce Housing

The cost of housing within the planning area is increasingly out of reach for many people, and that is impacting communities and lifestyles across Broward County. The average rental rate for a two-bedroom unit in Fort Lauderdale is \$2,100 a month, and between \$2,200 and \$3,000 within the study area. New units are being priced higher than that. Market-rate rental housing is mostly targeting young professionals, empty nesters, and households that do not have kids. Some of the older stock of rental housing is being converted into condominiums. All these factors are making it increasingly difficult for service employees, which account for a third of all jobs in the planning area, to live in, or anywhere near Fort Lauderdale. Many low-wage workers with families can’t afford units priced above 80% of the area median family income (MFI), which ranges from \$45,280 for a one-person household to \$64,640 for a four-person household. Affordability is also a challenge to young people who are just entering the job market and are living on their own for the first time. This challenge has been addressed in other cities in part by the introduction of smaller, less expensive units. The development community feels that creating smaller units (microunits), providing incentives, and expediting permitting could be ways to expand the range of housing options at a lower price point. In addition, the County land use authority has provided incentives through the unified flex zone policy to increase allocation of residential units, however, the lack of availability of any housing type within the county, will continue to be a challenge unless the County explores new opportunities for the City to obtain additional units.

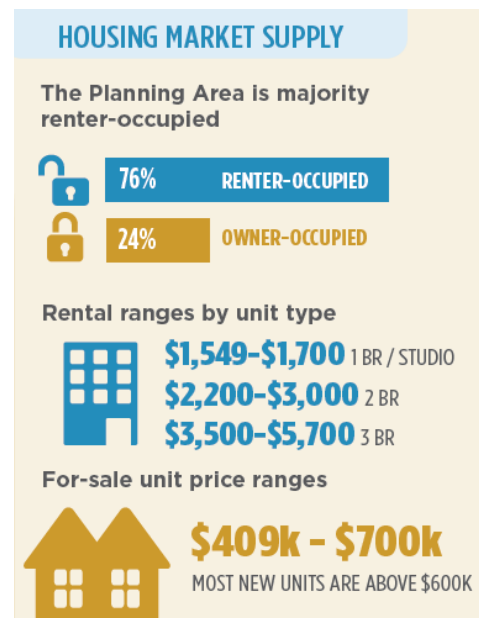


Figure 8 Housing Market Supply

Affordable Housing Funding

Inadequacy of funding to meet affordable housing needs is a common topic that has broad agreement within the housing and development communities. Currently, the main funding tool available to build affordable housing is a four percent tax credit from the State of Florida – in the best scenario, practice under this program still leaves developers with a \$50,000 gap per affordable housing unit, with local governments better suited to cover this remaining difference. This tax credit program only applies to housing for households at 60 percent MFI and below (income qualification process is required). Other approved developments are being built as workforce housing, which generally sits between 80-120% MFI. The State Housing Initiatives Partnership (SHIP), which primarily helps families and seniors with home rehabilitations or purchase assistance, used to provide around \$800,000 each year to Fort Lauderdale. This program has been cut to approximately \$250,000 per year going forward as the money was reallocated for school security by legislature after the shooting in Parkland.

Broward County has a home-ownership purchase assistance program that provides a \$50,000 subsidy towards a down payment. The County processes approximately 200 buyers every year through this program. Buyers who qualify for this program are also offered a zero-interest loan. Both programs are subject to a 15-year residency requirement. The County currently delivers 1,000 net new affordable units a year and they are working to get to 2,000 per year. The County allocated \$5 million in funds to finance affordable housing projects this year for the first time (with a commitment to \$15 million over three years). The affordable housing trust fund approved on the ballot on November 6th creates a secure funding source to create and sustain affordable housing throughout the county for renters and homeowners and increase workforce housing opportunities. Overall, stakeholders feel that the County should be taking the lead in affordable housing efforts, as most cities within the county do not have set aside funds to address the housing challenge.

Developers of low-income housing projects are able to keep development costs down, when they are able to build structures at a maximum height of three-stories (garden apartment style), to avoid adding elevators, and off-street parking is provided in the form of surface lots rather than parking garages.

The existing City housing assistance programs provide very little relief. In 2017, only eight homeowners were able to receive grants of up to \$60,000 for home repairs/rehabilitation. This program requires income verification. The City also provides up to eight families per year with down payment assistance of up to \$75,000, with a 15-year lien on the property.

Planning Area Issues



Figure 9 Jobs by Industry in the Planning Area

Fort Lauderdale has two active community redevelopment agencies within the planning area: one in downtown (Central City CRA) and one within Progresso Village and Flagler Heights neighborhoods. The NW Progresso-Flagler Heights CRA will expire in 2025, and the understanding is that the expiring CRA tax increment could be a funding source in the future for the County’s Affordable Housing Trust fund.

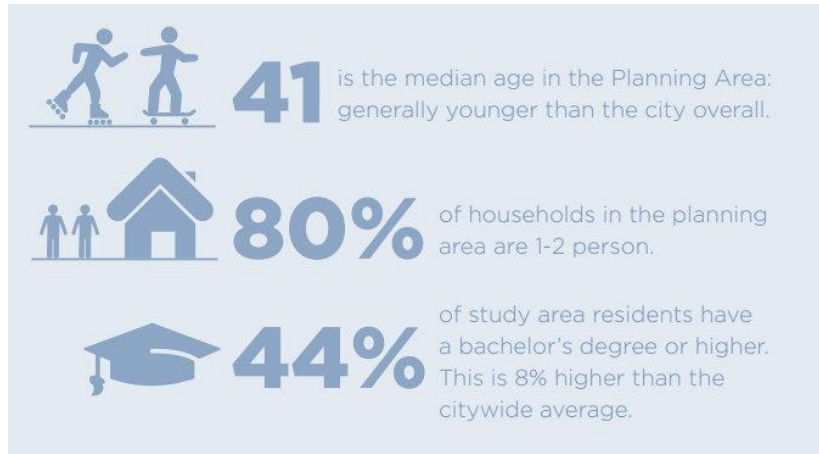


Figure 10 Planning Area Overview



REGULATIONS AND THE DEVELOPMENT PROCESS

The regulations that are in place, along with the design guidelines that are being used through the development review and approval process have created some long term issues within the planning area as it relates to 1) the lack of certain requirements that are essential in creating walkable places, 2) how development is getting approved, and 3) how the standards are being applied.

Area-Wide Issues

Development Process

Most developers believe that the development process in Fort Lauderdale lacks clarity or consistency. As a result, developers are unsure of what to expect, and projects could be going through the approval process more efficiently and in less time. Obtaining a development permit was described as a laborious and subjective process that is demanding more staff resources to handle the work load. In addition, some applicants have met the land development requirements but the City Commission has denied approval of the project. There are multiple layers of review that create uncertainty and a lengthy approval process for applicants which creates uncertainty in the investment of development within the city. If standards are met, a clear expedited review should be in place that will support long term investment in the area(s) that are master planned.

Small development projects are not any easier to get through the review and approval process. The development community would like to see an expedited process for projects that meet certain thresholds on size, units, or financial investment. Overall, developers would like more clarity and less roadblocks.

Regulations

Areas within the Regional Activity Centers (RACs) have significant additional standards that support the overall vision of a walkable place. The area(s) outside of the RACs have additional challenges that should be reviewed to foster development in order for those areas to become part of an overall walkable area. Attention to building details and some landscape standards are helpful in supporting the goals of this Planning Study. However, using design guidelines that can be legally challenged is not recommended for consistency with both the reviewer and the applicant. When guidelines are being reviewed against a site, and flexibility is used differently without a consistent outcome, there are constraints that will continue to exist within the area. Challenges exist within the land development code and the three master plans (Downtown Master Plan, Northwest Plan, and South Master Plan) that are consistent throughout the areas. The design criteria and standards that are most important to regulate are:

- **Density Requirements:** The countywide land use plan caps the number of units that are to be allocated within the city. This is a challenge within the planning area. Even though there are available flex units, the long-term needs of the area will likely increase, and the availability of affordable units will need further review.
- **Streetscape Design:** A significant amount of land within the planning area will be redeveloped and will likely develop within the existing street network. Requirements that address the areas between the back of curb and the face of a building are not consistently applied in the City's Land Development Code and the relevant design guidelines. These standards within the design guidelines only highlight specific roadways which predominately focus on county and state roadways. The overall land development code standards typically regulate sidewalk widths and not streetscape design elements that include furnishings and landscape. In addition, different departments regulate the space from the back of curb to the face of the building: Utilities, Transportation and Planning. Each department has a different strategy and set of priorities which make applying a consistent policy a challenge when the goals and objectives do not align. While each has relevance, the area from the curb to the building is the most important in terms of fostering a walkable community. There are policies that identify furnishing zones (width and depth needed for plantings, site distance provisions, location of plantings) and walk zones (clear pedestrian routes). These can vary by context but should be consistent within each context. Right of way and allocation of space are a concern within a predominately built area, however, the City can create a standard that overlaps public and private area(s) that are maintained consistently, provide easement standards and permit encroachments in the rights-of-way along key connections within the planning area.
- **Open Space and Park Space Requirements:** The current regulations and design guidelines do not address open space and park space for urban development and should be included as part of the standards. The land development code does not provide any requirements for a development to provide open space or park space. Typically, in urban developments, there is a need for gathering places and outdoor spaces instead of private yards and lawns that are typically regulated in single family, suburban style developments. Urban places need a variety of outdoor spaces to incentivize walkability and encourage community life. The City can modify traditional landscape standards to permit these additional park and open space requirements that create opportunities for social and healthy exchanges in the community.
- **Pedestrian and Vehicular Circulation:** The current regulations and design guidelines do not adequately address how to design for pedestrian and vehicular circulation that address both internal and external circulation in relation to development sites. Two design criteria that are integral in regulating walkable places are how people and motorists enter a site, walk around and have opportunities to travel to adjacent areas, where appropriate. These connections should have standards on pedestrian walkways that address sidewalk/walkway minimums, landscape standards and lighting. Vehicular

access should also provide a clear connection to adjacent parcels with drive aisle standards that include minimum widths and connections.

- **Parking Standards:** Current parking requirements do not provide for enough flexibility in terms of how parking is counted to meet requirements. High parking ratios within the planning area may also be having a negative impact in the built form. The lack of strategic on-street parking requirements may be affecting the ability to incentivize a park once environment, which encourages walking. Additional incentives can be provided in the land development regulations that exempt affordable housing units from providing parking when located in close proximity to transit, bike share, and/or on-demand transportation services.
- **Ground-floor retail requirements:** Mixed-use projects that require ground floor retail, which are a desired product from the City's perspective, have had market-based challenges as developers are finding that the spaces are difficult to lease, and face financing obstacles. Active uses can be important in key locations and the land development code can provide a broader range of active uses rather than based on retail only. The design of the first-floor space can also be developed to support active uses that may or may not be leased as a typical retail use.
- **Clear design criteria:** Currently, the City is challenged by having to piece together regulations and design criteria from a variety of policy documents and guidelines. The Unified Land Development Code does not consistently apply standards within any of the three RAC's. Some references, within the ULDC, permit the design guidelines to take precedence, i.e., mixed use development does not have to comply with the ULDC's regulations and can rely on the design guideline suggestions. However, non-mixed-use projects, have a process and standards within the ULDC. The more robust guidance is in the RAC's design guidelines. The challenge is that most of the standards are suggested and not required. While flexibility in redevelopment areas is important, not having criteria to evaluate the flexibility of a standard, how it is modified, and overall boundaries to the flexibility can make each development approval unique. The long-term effects of regulating site by site without a clear understanding of common design criteria will create design flaws in the connection and overall area plan.

Planning Area Issues

Development inside the planning area, not located within a regional activity center such as the Downtown RAC, North RAC, or South RAC, is subject to unclear standards that are to be used in these outlying area(s) depending on what use is being proposed. Flex units or non-residential uses may be subject to conflicting standards that might not meet the intent of creating connected and walkable places. Getting mixed-use developments approved has been complicated, and development applications on the east side of the planning area are getting turned down. However, applying for a permit within one of the master planning areas appears to offer more flexibility while creating a longer

approval process. Developers would like to see a boundary drawn where development should be prioritized, and permit reviews can be expedited.

The City's code needs more clarity and predictability to help ensure successful walkable areas within the planning area. Specifically, there are issues across the Northwest and South Andrews Master Planning areas (both of which have been codified) and the Downtown Master Plan (which has some of the master plan elements codified), and how these additional design criteria supplement and at times contradicts the overall Land Development Code of the City. The plans provide a range of design requirements along with design "suggestions" that create too many negotiations for each plan that is reviewed. As a result, there is a lot of staff time spent negotiating with developers that creates an inefficient review process and lack of surety for the applicants. Developers are supportive of form-based codes and of adding height as an incentive. In general, when there is a clear vision for a neighborhood, developers are more willing to fund improvements in the project area.

Resiliency

The City participates in the FEMA National Flood Insurance Program (NFIP) and regulates floodplain development through the adoption and enforcement of floodplain management regulations. Flood hazard maps (Flood Insurance Rate Maps or FIRMs) show that about 50% of the planning area in the city of Fort Lauderdale lies at a flood zone designated as Zone AH (moderate to high flood risk) and is described as the flood insurance rate zone that corresponds to the areas of 1-percent annual chance of shallow flooding with a constant water-surface elevation where average depths are between 5 and 8 feet in the city of Fort Lauderdale. The City of Fort Lauderdale Code of Ordinances requires that all new buildings and substantial improvements of buildings shall have the lowest floor, including basement, elevated to or above the elevation required in the Florida Building Code or the base flood elevation plus one foot, whichever is higher. This in result yields grade separated sidewalks that are not conducive to a good walkable urban environment. When buildings in flood zones are located close to the property line, the effects of elevating a building and disconnection of retail from the sidewalk are more severe. These provisions are having impacts on the public realm and urban form in ways that have not been addressed from a planning or transportation perspective.



INTERAGENCY COORDINATION

A lack of understanding/clarity and coordination between the City, the County and FDOT, have led to cost and predictability challenges for development projects that must comply with conflicting agency goals and requirements while trying to meet project timelines.

Area-Wide Issues

Broward County is a charter county and has control over land use and overall transportation, which is a barrier to the City. The County, through the Planning Council, provides the land use categories that may or may not work with the goals and objectives of the City. Typically, the County has provided activity center land use designations to areas assigned within the city as mixed-use places. The County sets the density ceiling, by land use, which can hinder development that is needed to achieve successful intensity for area(s) in which transit could be beneficial. Cities within the county need to be consistent with the baseline land use adopted by the County but can impose more restrictions to meet the municipalities goals and objectives. The land use control has long-term effects in an urban setting that can provide urban infrastructure such as: connected streets, walkable communities, utilities and public infrastructure that is specifically designed to support incremental density increases, over time, when the needed infrastructure is in place.

Broward County controls the traffic signal system and is the reviewing agency for all traffic functions, which means that any modifications to streets that may alter traffic patterns, are required to be approved by this agency (and by FDOT in some instances depending under what jurisdiction facilities fall under). The biggest barrier to the implementation of context sensitive design ideas along corridors in the City is being subject to Broward County Engineering standards, which provide limited to no flexibility and are primarily focused/based on auto/trip generation criteria and doesn't include considerations for other street users or transportation modes. The County allows for context-sensitive corridors, but only two have been built (and none in Fort Lauderdale). By not setting up a long-term approach to urban development, further constraints will continue to rise in the overall transportation system that focus predominately on vehicular movement as the only method of travel within the city's core.

Broward County's Complete Streets manual has been a step in the right direction, however the interpretation and application of these guidelines have created challenges within the various municipalities as they've experienced roadblocks to successfully implement Complete Streets.

Planning Area Issues

Overall, stakeholders raised a few overlapping issues that pertain to the City of Fort Lauderdale and their challenged coordination efforts with partner agencies.

There is a lack of understanding and clarity on the City's part about the varying standards that are required by FDOT and Broward County along transportation corridors within the planning area. This lack of coordination with reviewing agencies is reflected in the various planning documents the City utilizes to guide the development process, which provide conflicting directions about specific elements that are to be implemented on facilities that require approval from a different jurisdiction. The continuous discrepancy on the alignment of standards to achieve community goals has created friction between agency staff and discouraged cooperation between agencies, which is directly reflected in the way agencies are not communicating effectively between them to address the overlapping regulatory

and procedural challenges. On the other hand, the lack of predictability and clarity creates a great deal of frustration among applicants, who end up spending unnecessary time adjusting plans to comply with the various agency requests.

The planning area for this project covers three different master plan areas (Downtown, Northwest and South), all of which have different standards and varying levels of detail. In addition to this, these areas contain corridors managed by various jurisdictions (Broward County, State, and City), which adds another level of complexity in relation to the desired role these corridors are desired to have from a mobility and placemaking standpoint. Corridors such as Andrews Avenue and 3rd Avenue traverse all three master planning areas. There's varying direction for these corridors in each of these plans. Some consistency is necessary across these separate master plans, especially as it pertains to mobility and transportation. The Downtown Master Plan is easier to navigate, while the Northwest RAC and South RAC Master Plans have the most rigid design standards.

Developments along state roadways are mostly required to meet FDOT standards. When developments incorporate improvements into the street edge, the developer and FDOT must execute a maintenance agreement to ensure FDOT is not being asked to provide any service above and beyond than what they provide. These maintenance agreements are required by the City or the County and they can take more than a year to get executed and approved. The City's position has continuously been not to take responsibility for right-of-way improvements made by private developers after developments are completed. The process itself and the added cost/time involved are a disincentive for developers to add placemaking/streetscape elements that contribute to making the planning area a more walkable and livable place.

Broadly speaking, everyone wanted to see better coordination among the agencies as it pertains to development and infrastructure improvements.

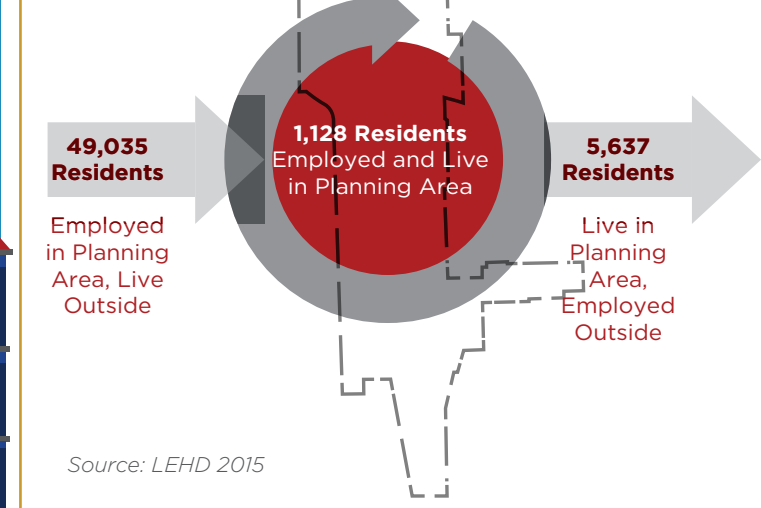
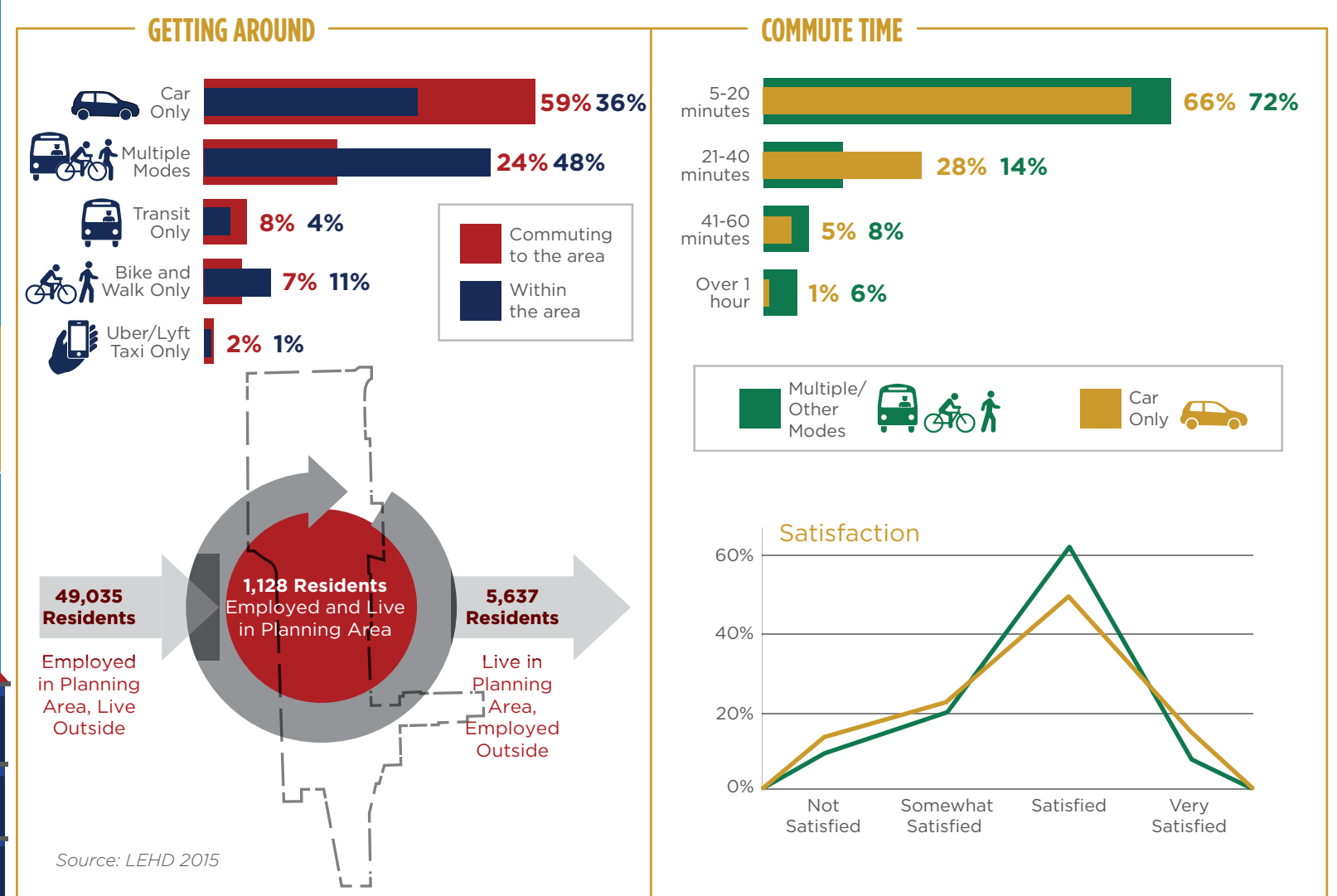
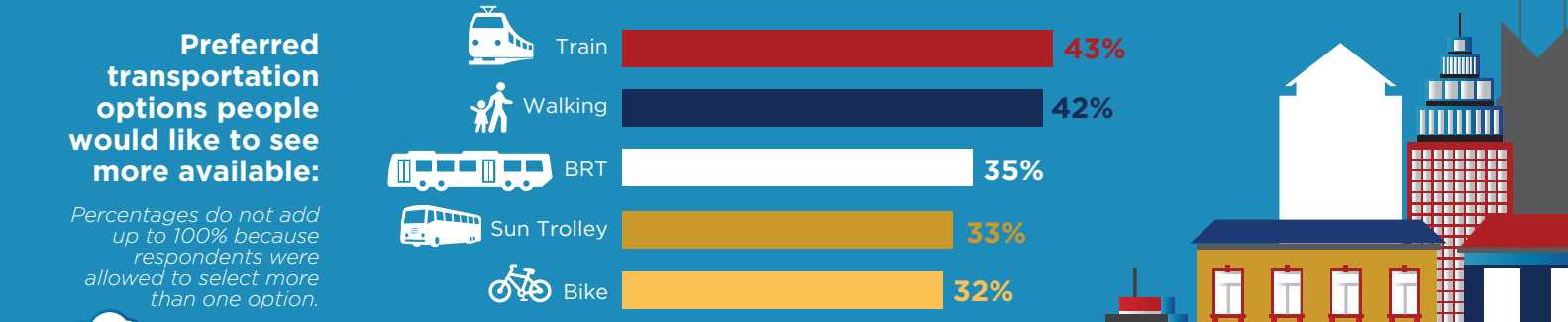
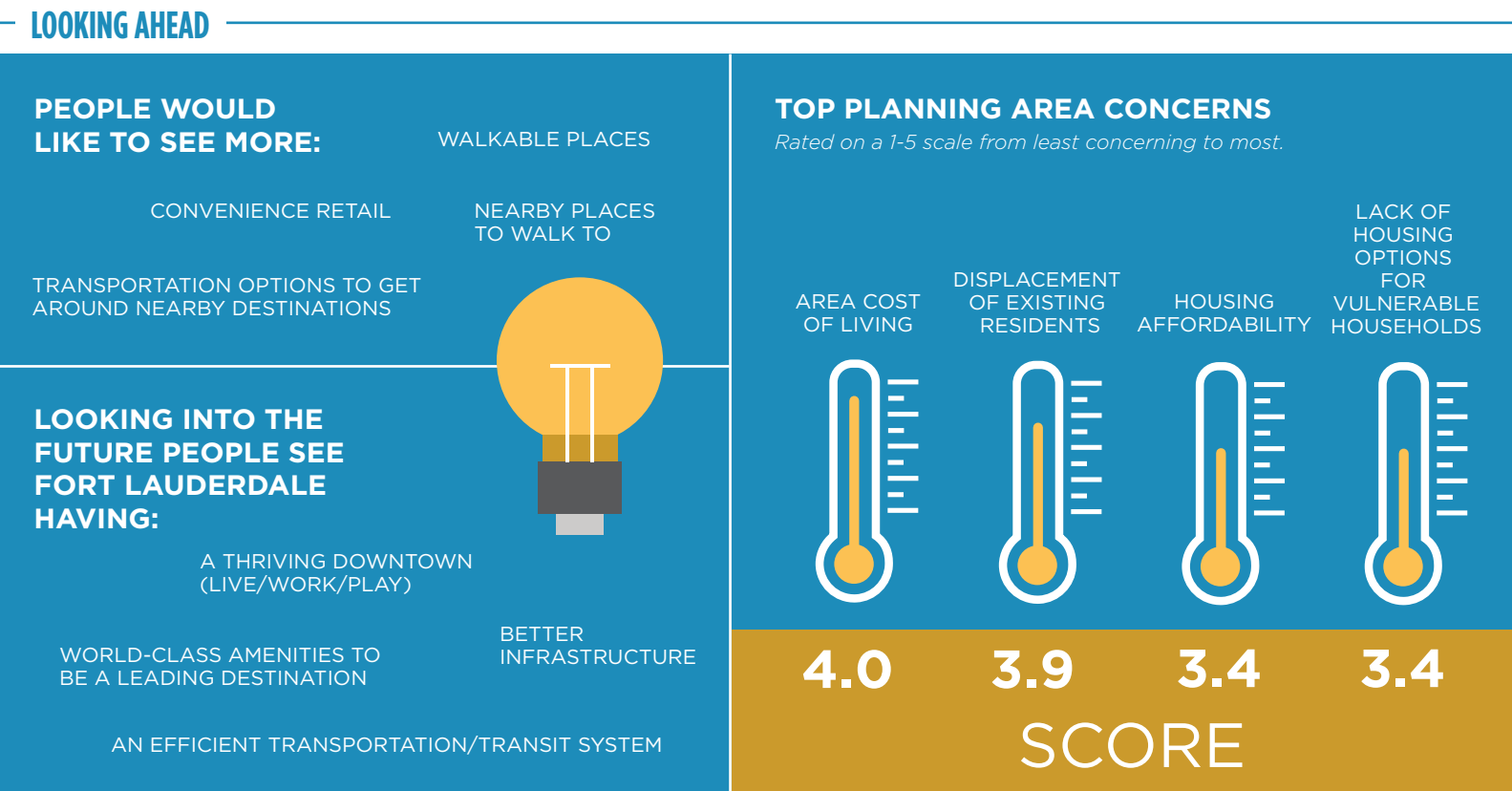
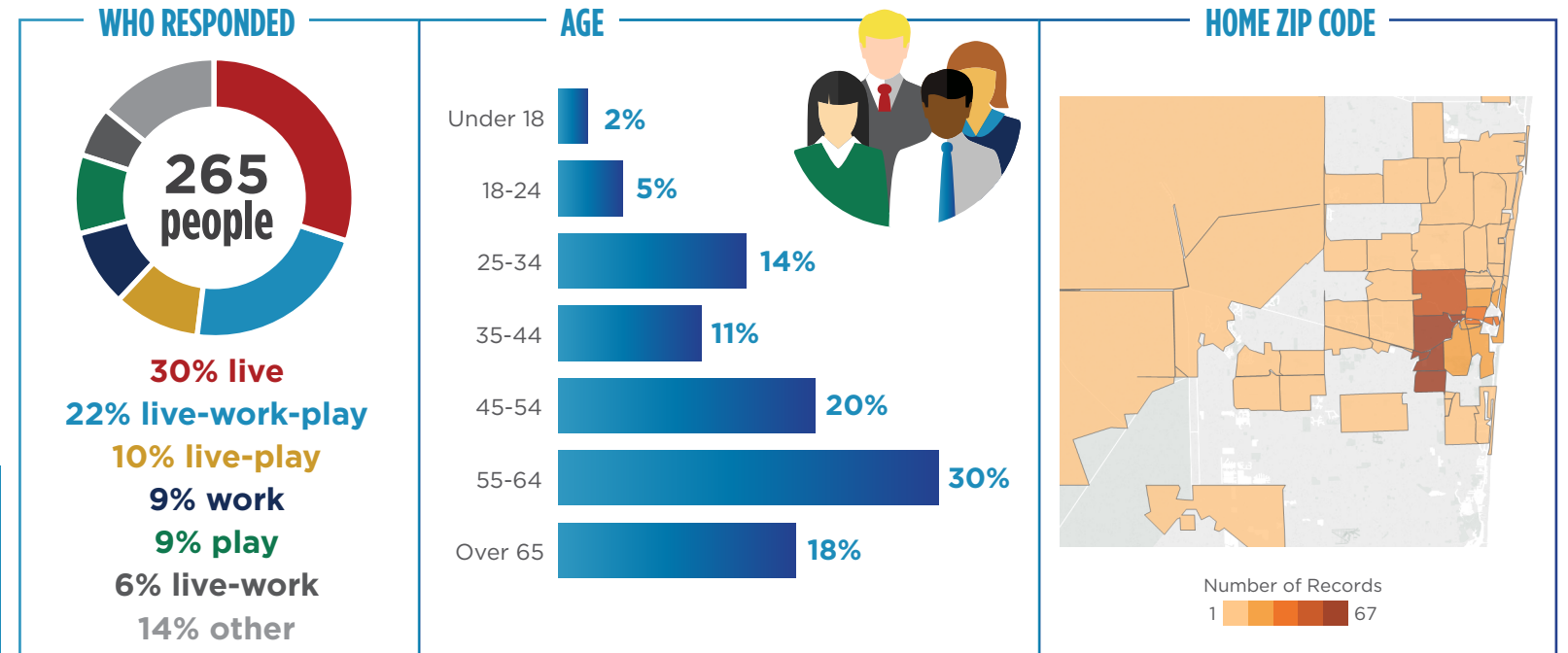
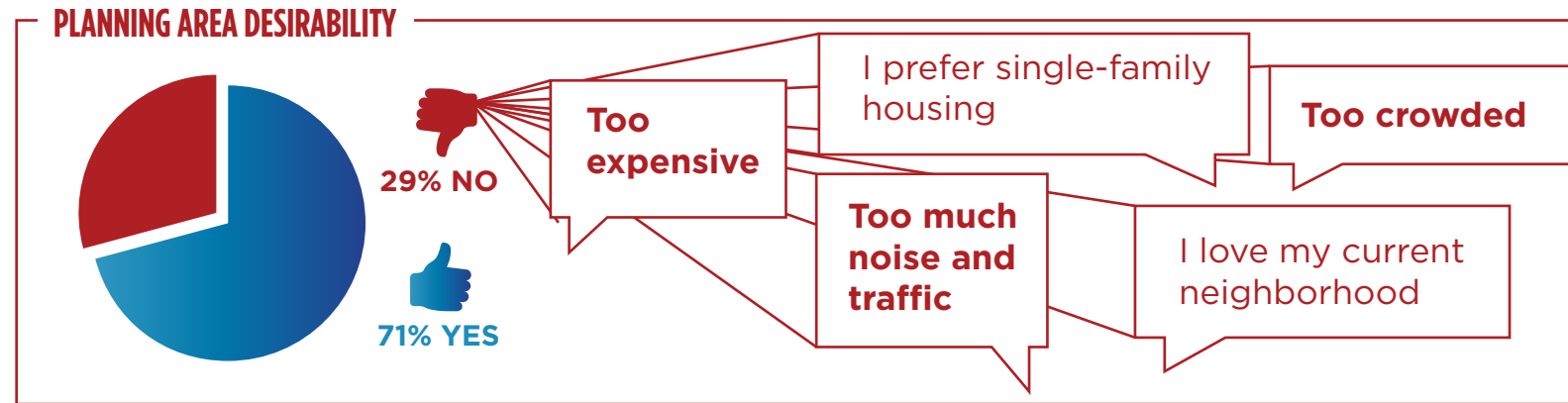
WOULD YOU CONSIDER LIVING THERE?

UNDERSTANDING CONTEXT & NEEDS

Market | Livable communities with integrated live, work, and play opportunities create a strong market demand.

Survey Data Summary

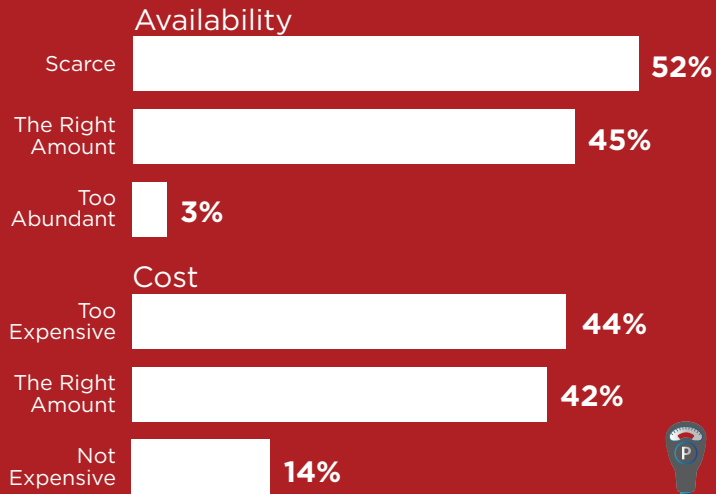
This study has been designed to help the City advance its vision to enhance the quality of life in our community by making our neighborhoods walkable, connected, and accessible for everyone.



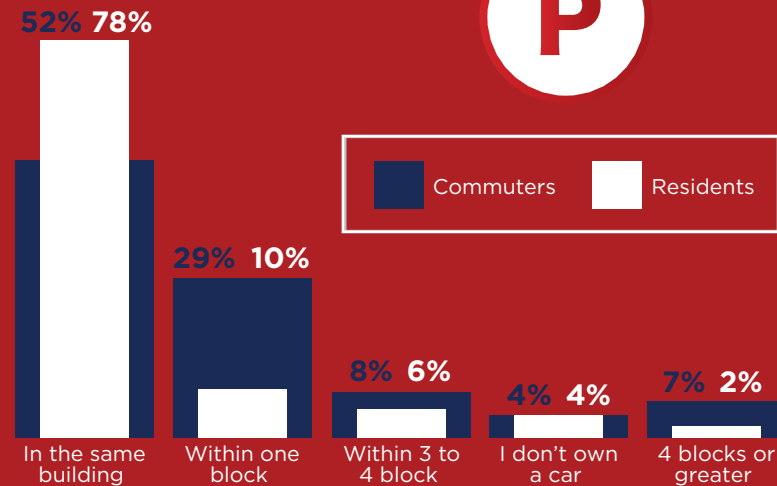
Parking Supply, Cost and Location

The design and management of parking supply can affect the livability and walkability of downtowns/neighborhoods. One of the most pressing parking related challenges is to find the right balance between supply and demand as parking influences the character, form, function and flow of our communities.

PARKING



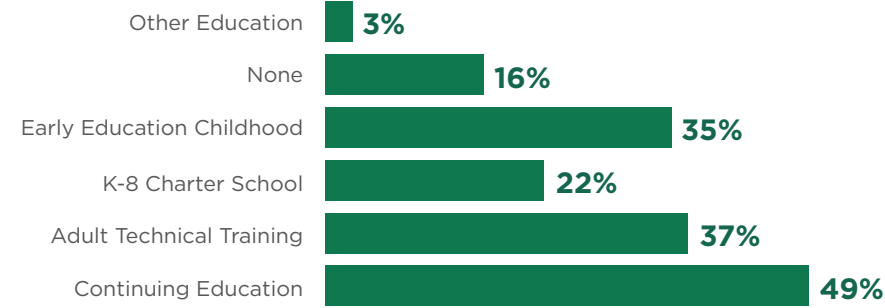
WHERE DO YOU PARK?



Education

Access to quality education is important to the long-term livability of cities and neighborhoods.

EDUCATION OPPORTUNITIES



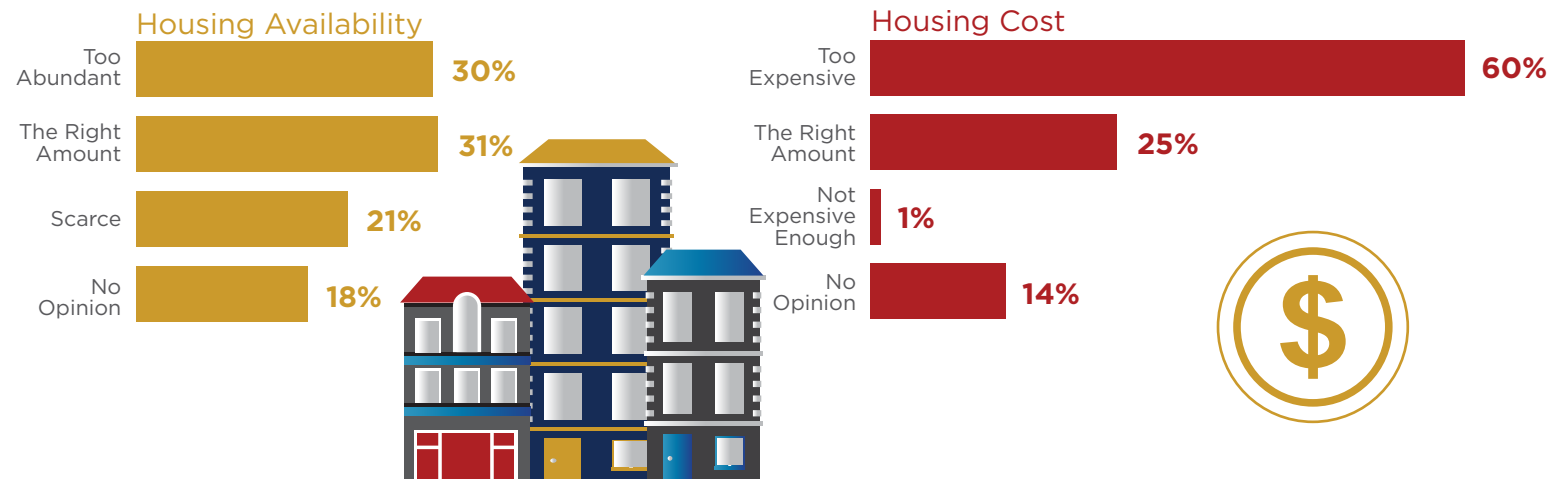
Percentages do not add up to 100% because respondents were allowed to select more than one option.



Housing and Transportation

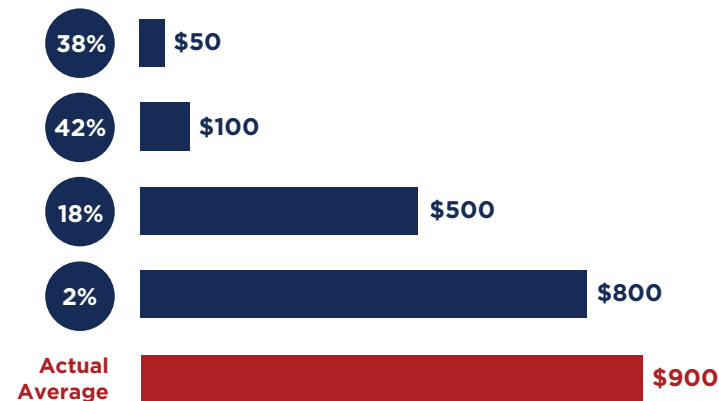
The proportion of household budget that goes towards paying for housing and transportation has risen dramatically over the last decade.

HOUSING AND TRANSPORTATION AFFORDABILITY



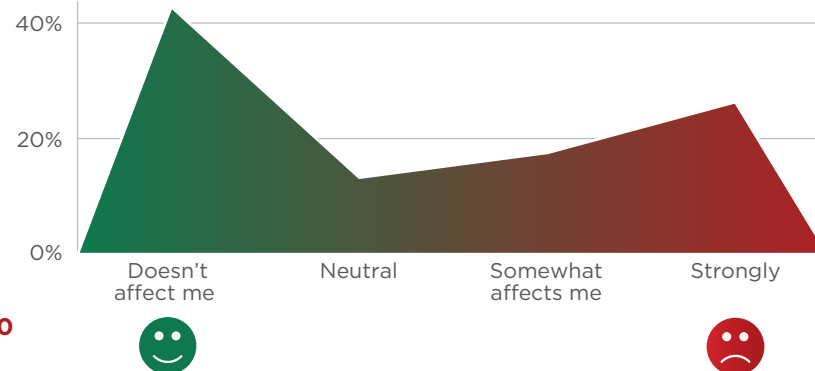
Transportation costs are typically a household's second-largest expenditure. For the Fort Lauderdale area transportation costs average \$900/month (cost reflects the average 1.54 cars and 17,780 VMT per household in Fort Lauderdale). *Source: Center by Neighborhood Technology (www.cnt.org)*

What do you spend per month on transportation?

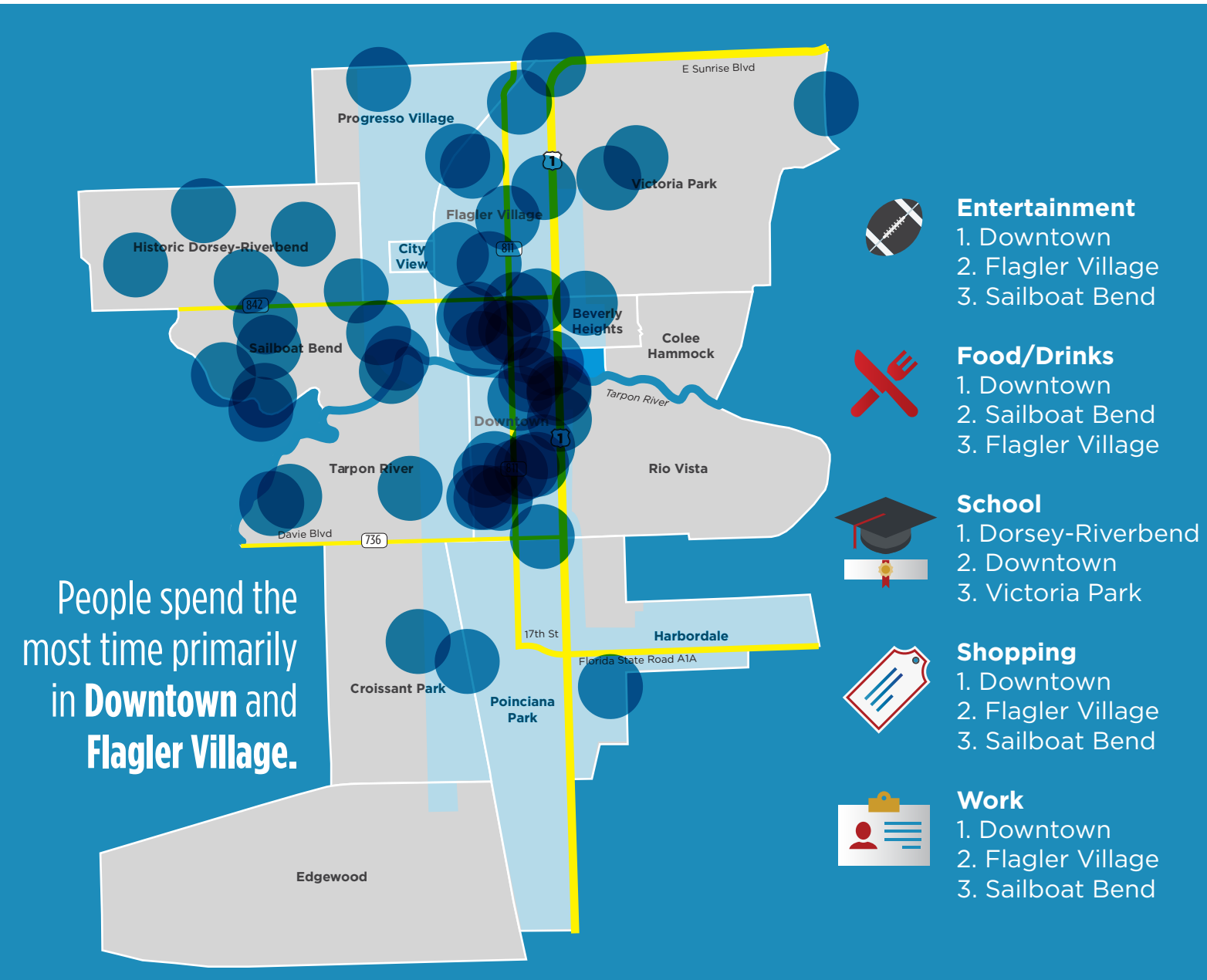


based on **1.54** cars per household

Do housing expenses lead to difficult budget trade-offs?



WHERE ARE PEOPLE SPENDING MOST OF THEIR TIME?





Stakeholder Engagement

The City of Fort Lauderdale is committed to engaging key stakeholders and the public, so the study effort reflects community members' needs, perspectives and ideas. This planning study helps to implement the City's vision to enhance the quality of life with better connections and walkable neighborhoods accessible for everyone. These series of meetings are intended to help the team members in their individual analyses and will provide the content for the study's deliverable: Barriers to Walkable Connected Development.

To best understand the context, challenges and opportunities in the study area, individual meetings will be conducted with key stakeholders. These interviews and discussions should be brief (45 minutes-1 hour), informal and focused on specific stakeholder issues regarding market conditions, the provision of transportation services and infrastructure, and the growth and development processes to understand key issues, concerns, needs and opportunities that can improve development outcomes that make Fort Lauderdale a more livable transit supporting place. Stakeholders will represent organizations from the development, business, affordable housing, education, health care and public sectors.

Meetings should begin with the lead team member providing a brief overview and introduction/status of the study and work to date. Then the lead team member will ask for the interviewee's organizations and role and any plans or projects underway by them or their organization in the study area and facilitate a discussion that may include the following questions:

1. What, in your opinion, are the most important actions the City or others should undertake to help Fort Lauderdale be the fully connected multimodal city described in the Fast Forward FTL 2035 Vision Plan?
2. What, if any, obstacles do you see Fort Lauderdale facing as it fosters and supports the creation of transit-supportive development?
3. What do you like about what the City is currently doing in its planning, capital programming, development review and approval processes?
4. Do you have any issues or opportunities you would like the Consultant team to review, know or understand in relation to the City's development review process?
5. What do you believe is NOT working well in City or partner processes that should be changed to meet the expressed goals of this study?
6. What do you think the City is missing and ought to be taken into consideration to obtain the results expected from the development community?



Transit-Supportive Development Planning Study

Development Review / Stakeholders Workshop

Overall Schedule

September 11-14, 2018

DAY 1: Tuesday, September 11th

9:30 am-11:00 am

- Study Area Tour (Consultant Team / City Staff)

11:00 am-12:30 pm

- Team Meeting / Lunch (Consultant Team / City Staff)

1:00 pm-3:00 pm

- Development Review Session (Consultant Team / City Staff)

1:00 pm-5:00 pm

- 4 Blocks of Stakeholder Meetings (one-on-one OR small groups)

5:00 pm-6:00 pm

- Consultant Team Debrief

DAY 2: Wednesday, September 12th

9:00 am-12:00 m

- 3 Blocks of Stakeholder Meetings (one-on-one OR small groups)

1:00 pm-5:00 pm

- 4 Blocks of Stakeholder Meetings (one-on-one OR small groups)

5:00 pm-6:00 pm

- Consultant Team Debrief

DAY 3: Thursday, September 13th

9:00 am-12:00 m

- 3 Blocks of Stakeholder Meetings (one-on-one OR small groups)

12:30 pm-2:00 pm

- Consultant Team Debrief

2:00 pm-5:00 pm

- 2 Blocks of Stakeholder Meetings (one-on-one OR small groups)

DAY 4: Friday, September 14th

1:00 pm-2:30 pm

- TWG Meeting #2



Transit-Supportive Development Planning Study

Development Review / Stakeholders Workshop

Detailed Schedule
September 11-14, 2018

DAY 1: Tuesday, 9/11/2018		
9:00 AM – 9:30 AM	Project team set-up	
9:30 AM - 11:00 AM	Tour of the study area	
11:00 AM – 12:30 PM	Team Meeting / Lunch	
BREAK		
1:00 PM - 3:00 PM	Development Review Session (Consultant Team / City Staff)	
1:00 PM - 2:00 PM	FTL DDA	
2:00 PM - 3:00 PM	The Broward Workshop - Kareen Boutros	Transit Group - Larry Hymowitz – FDOT District 4 Nicholas Sofoul – Broward County Jonathan Roberson – Broward County
3:00 PM – 4:00 PM	FTL Chamber of Commerce – Dan Lindblade	Peregrine Partners Group, Inc – Doug McGraw (offered, but not confirmed)
4:00 PM – 5:00 PM	Brightline - Eric Claussen	
5:00 PM – 6:00 PM	Consultant Team Debrief	

DAY 2: Wednesday, 9/12/2018		
7:30 AM – 8:30 AM	Adam Schnell (offsite location to be determined) - City of FTL	
9:00 AM – 10:00 AM	<i>Crush Law - Courtney Crush</i>	Fred Stresau – affordable housing developer
10:00 AM - 11:00 AM	Greenspoon Marder – Steve Wherry	Ralph Stone – Broward County
11:00 AM - 12:00 PM	Education Advisory Board – Leslie Brown & Patrick Sipple Fort Lauderdale DDA – Junia Robinson	Steve Tilbrook - GrayRobinson
BREAK		
1:00 PM - 2:00 PM	Colliers International – Bradley Arendt / Michael Wilson	Alan Hooper – Hooper Construction



2:00 PM - 3:00 PM	Merrimac Ventures – Dev Motwani	Barbara Boy and Henry Sneizek – Broward County
3:00 PM - 4:00 PM	Anthony Abbate - FAU	
4:00 PM - 5:00 PM	Debbie Orshefsky – Holland & Knight LLP	Stiles Residential Group – Jeffrey McDonough
5:00 PM – 6:00 PM	Consultant Team Debrief	

DAY 3: Thursday, 9/13/2018		
9:00 AM - 10:00 AM	Ellis Diversified – Jim Ellis	Alan Cohen – Broward County (convention center)
10:00 AM - 11:00 AM	Las Olas Company- Michael Weymouth Hudson Capital – Steve Hudson	Avis Wilkinson – City of Fort Lauderdale
11:00 AM - 12:00 PM	Lochrie and Chakas - Both Robert & Nectaria	
BREAK		
1:00 PM - 2:00 PM	Consultant Team Debrief	
2:00 PM - 3:00 PM	Tripp Scott – Stephanie Toothaker	Nancy Gassman and Benjamin Restrepo - FTL
3:00 PM – 4:00 PM	Robyn Chiarelli – TMA/Sun Trolley	Dylan Lagi and MASS District

DAY 4: Friday, 9/14/2018	
12:30 PM - 1:00 PM	Project team set-up
1:00 PM - 2:30 PM	Technical Working Group Meeting – (only KAI staff and Infinite Source)



Transit-Supportive Development Planning Study

Name	Organization	Email	Phone
Robyn Chiarelli	SunTrolley	rchiarelli@Suntrolley.com	954-494-9680

Transit-Supportive Development Planning Study

Name	Organization	Email	Phone
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Dylan M. Lagi	MASS District / Flyler Village	create3massdistrict.com fuc@flylervillage.org	954-866-3890
MICHAEL MADRIS	LAOB	mmadris@fortlauderdale.com	954 854 8788
Monica Paultre	MASS District	monica@massdistrict.com	954-296-6949
FABIAN DELA TORRE			
Sujata			
MARIA B.			



Transit-Supportive Development Planning Study

Stakeholder Meetings / Sign-in Sheet

September 11-13, 2018

Name	Organization	Email	Phone
MIKE WEYMOUTH	THE LAS OLAS CO.	MIKE@LASOLAS.CO	(954) 463-5630
STEVE HUDSON	HUDSON CAPITAL GROUP	STEVE@HUDSONCAPITAL.COM	954-658-3838



Transit-Supportive Development Planning Study

Stakeholder Meetings / Sign-in Sheet

September 11-13, 2018

Name	Organization	Email	Phone
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Benjamin Restrepo	City of Fort Lauderdale	brestrepo@fortlauderdale.gov	954 876 5216



Transit-Supportive Development Planning Study

Name	Organization	Email	Phone
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Transit-Supportive Development Planning Study

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Stakeholder Meetings / Sign-in Sheet

September 11-13, 2018

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