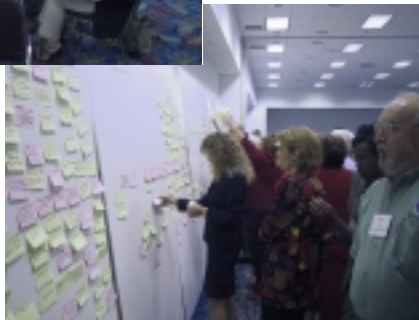


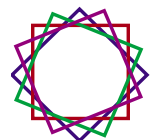


# City and County Redevelopment Roles

A Workshop for City and County Officials



Broward County Convention Center  
June 25, 2003



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## TABLE OF CONTENTS

	<u>Page</u>
<b>I. CATEGORY: CITY AND COUNTY ROLES .....</b>	<b>1</b>
<b>A. GOAL: Define Local and Regional Infrastructure Responsibility.....</b>	<b>1</b>
1. Objectives.....	1
2. Issues: Invited Participants.....	1
3. Issues: Observers .....	1
<b>B. GOAL: Come to Agreement on Service Provision in Redevelopment Areas. Services such as: Waterways, Drainage Systems, Redevelopment Planning, Code Enforcement, Transportation .....</b>	<b>2</b>
1. Objectives.....	2
<b>C. GOAL: Redistribute the Powers the County has in the Redevelopment Process .....</b>	<b>2</b>
1. Objectives.....	2
2. Issues: Invited Participants.....	2
3. Issues: Observers .....	4
<b>II. CATEGORY: EDUCATION/SCHOOLS .....</b>	<b>6</b>
<b>A. GOAL: Improve the Quality of Education.....</b>	<b>6</b>
1. Objectives.....	6
2. Issues: Invited Participants.....	6
3. Issues: Observers .....	6
<b>B. GOAL: Ensure Adequate Funding for Education.....</b>	<b>6</b>
1. Objectives.....	6
2. Issues: Invited Participants.....	6
3. Issues: Observers .....	6
<b>C. GOAL: Ensure Adequate Capacity, Facilities and Infrastructure.....</b>	<b>7</b>
1. Objectives.....	7
2. Issues: Invited Participants.....	7
3. Issues: Observers .....	7
<b>D. GOAL: Encourage Public/Private Partnerships.....</b>	<b>7</b>
1. Objectives.....	7
2. Issues: Invited Participants.....	7
3. Issues: Observers .....	7

<b>E.</b>	<b>GOAL: Ensure Effective Governance and Coordination.....</b>	<b>7</b>
	1. Objectives.....	7
	2. Issues: Invited Participants.....	8
	3. Issues: Observers .....	8
<b>F.</b>	<b>GOAL: Attract Development and Investment.....</b>	<b>8</b>
	1. Objectives.....	8
	2. Issues: Invited Participants.....	8
	3. Issues: Observers .....	8
<b>G.</b>	<b>GOAL: Ensure Optimum Safety in Schools .....</b>	<b>8</b>
	1. Objectives.....	8
	2. Issues: Invited Participants.....	8
	3. Issues: Observers .....	8
<b>III.</b>	<b>CATEGORY: ENVIRONMENT .....</b>	<b>9</b>
<b>A.</b>	<b>GOAL: Protect Beaches/Barriers Islands .....</b>	<b>9</b>
	1. Objectives.....	9
	2. Issues: Invited Participants.....	9
	3. Issues: Observers .....	9
<b>B.</b>	<b>GOAL: Ensure Urban Forestry .....</b>	<b>9</b>
	1. Objectives.....	9
	2. Issues: Invited Participants.....	9
	3. Issues: Observers .....	9
<b>C.</b>	<b>GOAL: Support Public Art.....</b>	<b>9</b>
	1. Objectives.....	9
	2. Issues: Invited Participants.....	9
	3. Issues: Observers .....	10
<b>D.</b>	<b>GOAL: Protect Parks and Open Space.....</b>	<b>10</b>
	1. Objectives.....	10
	2. Issues: Invited Participants.....	10
	3. Issues: Observers .....	10
<b>E.</b>	<b>GOAL: Support Land Preservation for Future Generations.....</b>	<b>10</b>
	1. Objectives.....	10
	2. Issues: Invited Participants.....	10
	3. Issues: Observers .....	10

<b>F.</b>	<b>GOAL: Manage Air/Noise/Visual Pollution</b> .....	11
1.	Objectives.....	11
2.	Issues: Invited Participants.....	11
3.	Issues: Observers .....	11
<b>G.</b>	<b>GOAL: Protect Water Resources</b> .....	12
1.	Objectives.....	12
2.	Issues: Invited Participants.....	12
3.	Issues: Observers .....	12
<b>IV.</b>	<b>CATEGORY: FINANCIAL</b> .....	13
<b>A.</b>	<b>GOAL: Ensure Availability of Funding for Redevelopment</b> .....	13
1.	Objectives.....	13
2.	Issues: Invited Participants.....	13
3.	Issues: Observers .....	14
<b>B.</b>	<b>GOAL: Support CRAs that Work</b> .....	14
1.	Objectives.....	14
2.	Issues: Invited Participants.....	15
3.	Issues: Observers .....	15
<b>C.</b>	<b>GOAL: Support Effective Economic Development</b> .....	16
1.	Objectives.....	16
2.	Issues: Invited Participants.....	16
3.	Issues: Observers .....	16
<b>V.</b>	<b>CATEGORY: LAND USE/HEIGHT REQUIREMENTS</b> .....	17
<b>A.</b>	<b>GOAL: Develop Appropriate Density Standards</b> .....	17
1.	Objectives.....	17
2.	Issues: Invited Participants.....	17
3.	Issues: Observers .....	18
<b>B.</b>	<b>GOAL: Encourage Mixed-Use Development</b> .....	18
1.	Objectives.....	18
2.	Issues: Invited Participants.....	19
3.	Issues: Observers .....	19
<b>C.</b>	<b>GOAL: Utilize Planning Tools</b> .....	19
1.	Objectives.....	19
2.	Issues: Invited Participants.....	19
3.	Issues: Observers .....	20

<b>D.</b>	<b>GOAL: Miscellaneous</b> .....	20
1.	Objectives.....	20
2.	Issues: Observers .....	20
<b>VI.</b>	<b>CATEGORY: SOCIAL ISSUES</b> .....	21
<b>A.</b>	<b>GOAL: Generate a Holistic Approach to Social Issues</b> .....	21
1.	Objectives.....	21
2.	Issues: Invited Participants.....	21
3.	Issues: Observers .....	21
<b>VII.</b>	<b>CATEGORY: SUPPORT A FULL RANGE OF HOUSING CHOICES</b> .....	22
<b>A.</b>	<b>GOAL: Recognize the Different Housing Needs of the Different Municipalities</b> .....	22
1.	Objectives.....	22
<b>B.</b>	<b>GOAL: Replacement of “Suburban” Mindset with “Urban” One</b> .....	22
1.	Objectives.....	22
<b>C.</b>	<b>GOAL: Creation and Maintenance of Affordable Housing</b> .....	22
1.	Objectives.....	22
<b>D.</b>	<b>GOAL: Create Workforce Housing/Implement New Urbanism</b> .....	23
1.	Objectives.....	23
<b>E.</b>	<b>GOAL: Address the Homeless Population and Where They Will Live</b> .....	23
1.	Objectives.....	23
2.	Issues (Goals A-E): Invited Participants .....	23
3.	Issues (Goals A-E): Observers.....	23
	<b>Miscellaneous Issues</b>	
1.	Issues: Invited Participants.....	24
2.	Issues: Observers .....	24
<b>VIII.</b>	<b>CATEGORY: TRANSPORTATION</b> .....	25
<b>A.</b>	<b>GOAL: Parking – Increase, Improve Capacity/Address Demand</b> .....	25
1.	Objectives.....	25
2.	Issues: Invited Participants.....	25
3.	Issues: Observers .....	25

<b>B.</b>	<b>GOAL: Airport – Address Aviation Demand While Protecting the Environment</b>	25
1.	Objectives	25
2.	Issues: Invited Participants	25
3.	Issues: Observers	25
<b>C.</b>	<b>GOAL: Traffic Flow – Make Traffic Flow Efficient</b>	25
1.	Objectives	25
2.	Issues: Invited Participants	26
3.	Issues: Observers	26
<b>D.</b>	<b>GOAL: Mass Transit – Provide Quality and Efficient Mass Transit to Accommodate Projected Population and Fully Integrate land use with Efficient Mass Transit</b>	26
1.	Objectives	26
2.	Issues: Invited Participants	26
3.	Issues: Observers	27
<b>E.</b>	<b>GOAL: Alternative Modes – Development Multi-Modal Approaches</b>	27
1.	Objectives	27
2.	Issues: Invited Participants	27
3.	Issues: Observers	28
<b>F.</b>	<b>GOAL: Miscellaneous</b>	28
1.	Objectives	28
2.	Issues: Invited Participants	28
3.	Issues: Observers	28
<b>G.</b>	<b>GOAL: Intergovernmental – Optimize Relationships Among Governmental Entities</b>	28
1.	Objectives	28
2.	Issues: Invited Participants	28
3.	Issues: Observers	29

## APPENDICES

<b>APPENDIX A: LIST OF PARTICIPANTS .....</b>	<b>30</b>
<b>APPENDIX B: STRENGTHS .....</b>	<b>33</b>
<b>APPENDIX C: WEAKNESSES .....</b>	<b>37</b>
<b>APPENDIX D: OPPORTUNITIES.....</b>	<b>43</b>
<b>APPENDIX E: THREATS .....</b>	<b>48</b>
<b>APPENDIX F: IDEA PARKING LOT .....</b>	<b>53</b>

## **I. CATEGORY: CITY AND COUNTY ROLES**

### **A. GOAL: Define Local and Regional Infrastructure Responsibility**

#### **1. Objectives**

- a. The county should treat infrastructure issues in redevelopment areas differently, more proactively, and with more flexibility to achieve agreed upon objectives.
- b. Allow municipalities to plan regional infrastructure improvements in municipal redevelopment areas.

#### **2. Issues: Invited Participants**

- Lack of knowledge of city issues
- Code enforcement
- Duplication of services
- Staff is bigger, not better
- Future direction of County – What services will be provided?
- Forced regionalization
- Forced philosophy of regionalization of emergency services
- Annexation
- County interference
- Role of cities vs. role of county in planning, infrastructure and financing redevelopment
- Difficulty in obtaining county approvals for infrastructure improvements – too many levels of bureaucracy – too many changes in authority
- Lack of coordination of infrastructure
- Do we need counties? Could we have a confederation of cities to provide regional services?
- Countywide bidding can be quite helpful
- Old infrastructure
- Infrastructure
- City/County interference

#### **3. Issues: Observers**

- We all have been providing infrastructure, but we don't know any details of what the County has planned. Staff has been moved to new offices, plans written and budgets developed. Where are the facts?
- Emphasize marine industry interests in economic development
- County/City consolidation of services

**B. GOAL: Come to Agreement on Service provision in redevelopment areas Services such as: waterways, drainage systems, redevelopment planning, code enforcement, transportation**

**1. Objectives**

- a. Allow municipalities to plan regional service provision in municipal redevelop area.

**C. GOAL: Redistribute the powers the County has in the redevelopment process**

**1. Objectives**

- a. Restructure the Planning Council to make it more reflective of municipal viewpoints.
- b. Define/clarify municipal and county expectations and respective roles concerning the CRA or redevelopment areas via interlocal agreement.
- c. The County should commit to achieving interlocal agreements within an reasonable period of time.
- d. Engage a ULI Planning Advisory services team to come in and make recommendations on improving the redevelopment process.

**2. Issues: Invited Participants**

- County knows it all
- No retroactive changes forced on existing CRAs
- Where does redevelopment start? Areas most critical to countywide success!
- Does the County already have a “Plan”
- Respect cities’ home rule
- Home Rule (3)
- City Home Rule
- Control
- Eliminating personality conflicts
- How do we educate the County Commissioners about our cities’ needs and problems?
- How does “Home Rule” fit in?
- Different visions
- Lack of trust between County and Municipalities
- Redevelopment economic vision
- Who makes the decision as to where redevelopment takes place?
- County Government being the facilitator towards countywide redevelopment, not controller
- Is this a partnership?
- Redevelopment policy vs. technical issues. Who’s in charge?
- Growth
- Adherence to focus
- Define the roles of County and Municipalities before going forward

- Range wars
- County/City staff roles in redevelopment planning
- Countywide promotion of CRAs to get quality developers
- County Oversight
- Development of a countywide plan that provides for individual city identity (not a cookie cutter approach)
- Land use decisions done by cities in 60 of 62 counties (and zoning)
- Extent /Limit County power for approval of redevelopment plans
- Structure need countywide for redevelopment/new development
- Due process
- Lack of public interest
- Control for city
- Role of cities
- Role of County
- Should county turn over permitting authority to cities – due to forced incorporation of unincorporated Broward
- Fort Lauderdale is not the only city in Broward County
- Better identity: Fort Lauderdale – Broward County 5/6 new names for County
- How to make equitable
- Zoning and redevelopment local decisions
- Barrier Island redevelopment – what are the public policy limitations and who shall decide?
- How to prioritize redevelopment needs!
- County interference in local government decisions
- Not knowing what the county's role is
- Power struggle between County and cities
- Improved communication among state, county and city
- Local/government role in housing
- Forced county mandates
- Lack of trust
- Who sets requirements for density uses, site plan issues
- Leadership roles
- Agreement on regional vs. local roles in redevelopment
- County commissioners appoint clones to Boards, ie Planning Council – Charter review, etc.
- Dissolve Planning Council!
- Planning Council change for cities to appoint City officials
- Coordinating cities – County Planning Council
- Collaboration with cities
- Recognition of mandate for shared responsibility
- Municipal authority vs. county authority and the role of the Broward County Planning Council
- Lack of communication between cities and county
- Have more interaction with local elected officials
- County should be coordinator of redevelopment not dictator
- County is too involved in redevelopment in cities. County should only be involved in regional concerns
- How to share responsibility

- CRA redevelopment plans and accomplishments vs. what alternatives there are
- Redevelopment
- Definition of County expectations on use of County funds (TIF)

### 3. **Issues: Observers**

- Reaching agreement on TIF and CRAs is critical. Bring in the Urban Land Institute to help create a plan and policies for city/county redevelopment partnership
- Underlying self-preservation motive in county staff recommendations and decisions
- Cities (peace sign) County
- Striking a balance between County and City land use control
- Is the county pushing too hard and too fast to change the process?
- Is the county the appropriate entity to coordinate redevelopment?
- Placement of land-use planning control with cities
- Elected officials should listen to the people
- How would the County respond if State decided that redevelopment should be done by a new 3 County Regional Agency?
- City/County cooperation
- The county does not have a realistic approach to redevelop
- County oversight on local land use decisions can hinder redevelopment efforts
- County commission is not in sync with City Commission on development/redevelopment issues
- Responsibility of municipal elected officials to vote on land development issues
- City Managers have too much control
- Lack of cooperation collaboration among and between municipalities, counties and the state
- Protection of desired projects/development types from “nimby” attack
- Top down approach by county
- Local government contributes to TIF also! Local plans and local visions are thwarted by county land use control This looks like leverage to give up county TIF or suffer controls that thwart redevelopment
- Long-term/deep rooted mistrust of County by cities
- Off our backs – the cities
- There is no network of entities (public/private to overlap and provide redevelopment
- Creating partnerships
- Establish mutually beneficial redevelopment plans and agree on County/City resources needed for each area identified by the cities where county cooperation is needed Current City/County redevelopment efforts do not include/facilitate development that is influenced by culture (ie architecture = art and science where art can be influenced by culture)
- Planning by MOB rule
- County has no track record in redevelopment but they want to control city redevelopment and create a “plan” for supporting cities
- Local CRA governance

- The County has not shown where and how the “new” redevelopment methods have been proven to actually work. Why abandon CRA when all 125 of them are working?
- Provide accountability for CRAs and specific timeframes for development
- Power and control struggle between County and CRAs
- The County’s role in urban redevelopment vs. cities
- What is the appropriate level of county involvement in local/city redevelopment?

**II. CATEGORY: EDUCATION/SCHOOLS**

**A. GOAL: Improve the Quality of Education**

**1. Objectives**

- a. Develop strategies for addressing the negative consequences of tenure.
- b. Develop alternative pleasures in addition to FCAT in evaluating students/schools.
- c. Address/implement all other education goals and objectives.
- d. Ensure that teachers teach in areas of certification.

**2. Issues: Invited Participants**

- FCAT
- Ranking in education near bottom in the country
- Teacher should teach in area of certification
- Innovative Planning
- Integration of academic and vocation training

**3. Issues: Observers**

- Improving Public Schools
- Providing equal educational opportunities for all residents

**B. GOAL: Ensure Adequate Funding For Education**

**1. Objectives**

- a. Investigate another bond issue.
- b. Reform state tax system to ensure adequate funding for education.
- c. Rework formula for distribution of funding.

**2. Issues: Invited Participants**

- Lack of education funding
- Creative funding the cities, the school system, the county partnerships
- Increase in teacher's salaries

**3. Issues: Observers**

- Schools improve education level, fund eastside schools, increase 1<sup>st</sup> and 2<sup>nd</sup> grade levels, ESOL funds required

**C. GOAL: Ensure Adequate Capacity, Facilities, and Infrastructure**

**1. Objectives**

- a. Refine student generation rates for redevelopment areas.
- b. Develop urban school design and construction standards.

**2. Issues: Invited Participants**

- School overcrowding
- Class size amendment
- School concurrency or lack thereof
- Build more schools and establish minimum community standards for school population

**3. Issues: Observers**

- School Overcrowding
- Innovative planning
- School capacity and infrastructure

**D. GOAL: Encourage Public/Private Partnerships**

**1. Objectives**

- a. Increase Public/Private Partnerships.

**2. Issues: Invited Participants**

- Partnership with private sector
- Creation of International marketplace 441

**3. Issues: Observers**

- Cities must be able to respond to private sector quickly. The County wants to get involved thus slow process

**E. GOAL: Ensure Effective Governance and Coordination**

**1. Objectives**

- a. Improve the accountability and efficiency of the school system.
- b. Improve Inter-governmental coordination in the funding of school-related infrastructure.

**2. Issues: Invited Participants**

- Need for improved coordination/cooperation between School Board school siting/site planning and local government land use planning and regulation
- Size of school districts, Broward County too large to be one district, needs smaller school districts
- Improve transportation to school facility
- Decision making done without true collaboration

**3. Issues: Observers**

- Improve public school coordination with municipalities, i.e. Inter-local

**F. GOAL: Attract Development and Investment**

**1. Objectives**

- a. Ensure that redevelopment pays their share of impact fees; target fees to redevelopment areas.
- b. Utilize schools and campuses as catalysts for redevelopment.

**2. Issues: Invited Participants**

- Developers won't relocate in areas educational deprived
- Developers won't participate in Counties with poor education standards

**3. Issues: Observers**

- Acceptable methods and tools for attracting redevelopment

**G. GOAL: Ensure optimum Safety in Schools**

**1. Objectives**

- a. Provide and Improve safety of pedestrian infrastructure.
- b. Improve cooperation between schools and police.
- c. Improve sense of place on campus; sense of community; respect and understanding.

**2. Issues: Invited Participants**

- Safety in schools: drugs, crimes, guns, fights, etc.

**3. Issues: Observers**

None

### **III. CATEGORY: ENVIRONMENT**

#### **A. GOAL: Protect Beaches/Barrier Islands**

##### **1. Objectives**

- a. Develop uniform timings for bridge openings and reduce number.
- b. Require reduction of lighting on beaches for turtles.
- c. Direct some of bed tax to be used for beach maintenance.
- d. Encourage more efforts to educate the public on the reefs and how to protect them.

##### **2. Issues: Invited Participants**

- Beaches
- Barrier Island

##### **3. Issues: Observers**

- Reef Protection from sand, pipelines, cable, etc.
- Beach lighting for endangered sea turtles (enforcement)

#### **B. GOAL: Ensure Urban Forestry**

##### **1. Objectives**

- a. Increase annual planting.
- b. Develop Urban forests management plan.
- c. Diversify tree canopy with goal.

##### **2. Issues: Invited Participants**

- Lack of Landscaping on Arterials

##### **3. Issues: Observers**

- Reforestation

#### **C. GOAL: Support Public Art**

##### **1. Objectives**

- a. Expand County role with cultural arts and integrate with cities.

##### **2. Issues: Invited Participants**

- Public Art

**3. Issues: Observers**

None

**D. GOAL: Protect Parks and Open Space**

**1. Objectives**

- a. Coordinate County and City Parks Master Plans.
- b. Link greenways and waterways with city and county parks.
- c. County facilitate with Water Management District to utilize waterways.

**2. Issues: Invited Participants**

- Lack of green space
- Open space parks
- Lack of parks

**3. Issues: Observers**

- Coordinated County/City Parks Master Plans
- City owned parks and land is being given away to developers
- Preserving, enhancing and creating public green space

**E. GOAL: Support Land Preservation for Future Generations**

**1. Objectives**

- a. Develop incentives to sell private property for open space.
- b. Encourage continued public access along waterways.

**2. Issues: Invited Participants**

- Protection of natural resources
- Dwindling natural resources
- Lack of available land
- Balancing growth and development without harming environment

**3. Issues: Observers**

- Future generations
- Converting build-out property to open space
- Appropriate areas for conservation
- Which land to save

**F. GOAL: Manage Air/Noise/Visual Pollution**

**1. Objectives**

- a. Zero tolerance for billboards.
- b. Develop standards and guidelines for commercial standards.
- c. Decrease number of governmental and regulatory signs.
- d. Develop better directional signage for public parks and cultural resources.
- e. Develop incentives for use of clean fuel vehicles for government.
- f. Eliminate vendor sales and solicitations on public arterials.
- g. Develop smoke free zones on beaches.
- h. Develop uniform hours for construction activities.
- i. Encourage tree planting for noise and buffering.
- j. Develop uniform standards for motorized scooters.
- k. Develop uniform requirements for motorcycle noise.
- l. Encourage energy efficient and lower decibel roof mounted equipment.
- m. Develop programs to reduce litter and pollution.
- n. Require retrofitting of existing polluting facilities.
- o. Develop program to bury overhead electrical lines.
- p. Develop program for better street lights.
- q. Develop better program for FPL tree maintenance.
- r. Encourage innovative energy sources.

**2. Issues: Invited Participants**

None

**3. Issues: Observers**

- Air Quality
- Signage/Sign Pollution
- Population Controls, 1 Million more people is too many, quality of life will deteriorate
- Noise pollution

- Air pollution from 1. Vehicles, 2. Port Everglades Plant
- Pollution with over development

**G. GOAL: Protect Water Resources**

**1. Objectives**

- a. Encourage water-tolerant and native plants.
- b. Encourage use of reclaimed water-expand program.
- c. Expand county-wide stormwater management program.
- d. Require more treatment for storm treatment.

**2. Issues: Invited Participants**

- Lack of available, cheap water
- Water
- Water-Not enough water-Flooding
- Water supply

**3. Issues: Observers**

None

#### **IV. CATEGORY: FINANCIAL**

##### **A. GOAL: Ensure Availability of Funding for Redevelopment**

###### **1. Objectives**

- a. Develop a funding policy for redevelopment.
- b. Develop additional sources of funding for redevelopment.
- c. Maximize what we have: Enterprise Zones, Tax Credits, Bonds, TIF, Impact fees.
- d. Market existing funding programs.
- e. Issue funds from County and Cities.

###### **2. Issues: Invited Participants**

- Give me the money!
- \$
- Availability of funding
- Redevelopment department already budgeted without real communication with cities
- Tax allocation
- Financing projects
- \$\$\$
- Present economy
- Who controls the dollars and decides on allocation of dollars
- Taxation
- Tax base issues
- Tax drain on services
- Money
- \$ Money
- Insurance Rates
- Who pays for redevelopment?
- Funding of city redevelopment efforts
- Funding for infrastructure improvement
- Who pays for what?
- How to finance
- Bonds
- Provide county grant money for better quality redevelopment
- Disparity in funding disbursements
- How to handle executing CRAs
- Lack of affordable housing
- Lack of infrastructure
- Fiscal resources
- County share financial resources
- Available financing
- State and federal grants
- Financial accountability

- How to structure financial support agreements
- Where is the \$ coming from?
- Advertise funding programs
- How tax \$ should be divided between City and County
- Low paying jobs

### **3. Issues: Observers**

- Proposed impact fees
- County control of TIF decision
- Capital availability and access for redevelopment
- How to finance redevelopment
- County should buy beachfront property
- Need for a more pedestrian oriented environment – greenways, safer pedestrian crossings, shade
- Increasing cost of redevelopment
- Reduce impact fees in redevelopment areas
- Revenue sharing
- Long term dedicated TIF revenue is vital to bonding to raise funds for redevelopment projects
- Providing a range of housing opportunities in redevelopment areas
- More bonds needed makes timely progress to goals. Meet deadlines for implementation
- Sources of funding other than tax base
- How to create funding mechanism to replace funding lost by abolition of traditional CRA by Broward County
- Partner with private industry on redevelopment

## **B. GOAL: Support CRAs that Work**

### **1. Objectives**

- a. Influence how money is spent: project description, project cost, timeline return on investment.
- b. Understand what the county is proposing.
- c. Increased communication with City/County staff.
- d. Recognize home rule.
- e. Define what blighted is for new CRAs and County should use authority to deny new CRAs that don't need definition.
- f. Increase accountability and County assistance.
- g. Determine property value increases outside CRA boundaries.
- h. Treat old and new CRAs differently.

- i. Determine when property goes back on tax role for new CRAs.
- j. Keep CRAs as a redevelopment tool.

**2. Issues: Invited Participants**

- CRAs
- CRA independence
- State statutes allow creation of CRAs
- County need to have Legislature change law in Tallahassee not locally
- Need to improve tax base “countywide”
- Urban redevelopment
- CRAs – the rising tide of redevelopment floats all boats!
- TIF is half the equation
- Property assemblage is the other half
- CRAs establish the public purpose
- Agreement on infrastructure eligible for County TIF
- Determine and evaluate effectiveness of alternatives to and/or CRAs providing clear guidelines for County and cities
- Protect the tax base from erosion by CRAs

**3. Issues: Observers**

- The historical attacks upon CRAs by Broward County locally and in Tallahassee limit trust to a degree, which inhibit cooperation “Top Down” will not work!
- CRA staffing – Have specific job descriptions
- Carry out assigned task timely report of real progress
- The county is too obsessed with TIF and won’t admit the benefit
- Land Assembly – funds need to acquire larger sizes
- Identify best uses for infill
- Be project specific
- Market land project Internet
- Financial incentives for corridor redevelopment
- Funding methods for redevelopment
- Tax incentives for historic preservation
- Issue Need to balance city’s desires to utilize tax increment financing us
- County’s concerns about budget impacts – long-term revenue drain
- County thinks that it spends too much on TIF, results show: 1998-2003: County investment \$12 million
- Private investment \$250 million
- What results!!
- Ability to respond to market conditions

**C. GOAL: Support Effective Economic Development**

**1. Objectives**

- a. Coordinate countywide economic development strategy.
- b. Technical assistance and marketing strategy.
- c. Targeted industry.
- d. Develop measurable outcomes for the Broward Alliance.
- e. Fast tracking of platting and permits.
- f. Build on initiatives such as the African American Library, Airport, and Lauderhill Regional Park.
- g. Initiate regional venues with municipalities around issue areas.

**2. Issues: Invited Participants**

- Economic development
- Economic support, public vs. private investment
- Down size government
- Support of economic development efforts
- National economy
- Economic development strategy

**3. Issues: Observers**

- Create better jobs regionally
- Improve transportation
- Get workers to work
- Fund Broward Alliance
- Stop city cherry picking
- Providing programs and opportunities for education, job training and childcare
- Economic impact before and after redevelopment
- Incentive for Small Business

**V. CATEGORY: LAND USE/HEIGHT REQUIREMENTS**

**A. GOAL: Develop Appropriate Density Standards**

**1. Objectives**

- a. Ensure compatibility of density on surrounding neighborhood.
- b. Evaluate existing Future Land Use Maps (Cities and County).
- c. Ensure sufficient infrastructure, including transportation systems and transit.
- d. Enable communities to maintain the densities (lower/higher) that they want.
- e. Consider the tax base and costs of providing services. (Potential tool – Full Cost Accounting).
- f. Consider community quality of life.
- g. Limit development in coastal areas considering evacuation needs.
- h. Consider environmental impacts, including air quality, water supply, noise, beach and soil erosion, wildlife loss, etc.
- i. Consider parks and green space.
- j. Consider innovative partnerships and other techniques to address greater-than-local impacts.

**2. Issues: Invited Participants**

- Infrastructure – lack of improvements unincorporated areas
- Parking
- Infrastructure
- Broward’s population is increasing too rapidly; something needs to be done to discourage this
- Uncontrolled growth
- Overpopulation
- Overpopulation leading to inadequate transportation and educational systems
- Controlling population impact by limiting reconstruction capacity
- RAC’s on barrier islands; doesn’t fit definition
- Population increased
- Hi Rise Development
- Over development is causing overcrowding on our roads
- High rise construction; what is definition of high rise; 10, 20, 40, 50 story
- Developing standards for height
- Allow for higher density development
- Available residential units

### **3. Issues: Observers**

- Definition of RAC – cities use it to overdevelop
- Over development by cities to increase tax base
- Population density – what should be allowed given the land limitations vs. population projections?
- Lack of regional sewer system
- Interagency coordination of services and facilities
- Protecting the barrier island from overdevelopment, congestion, traffic gridlock; keep access to the beach open
- Keep our barrier island from overdevelopment; save our beach for future generations
- Does an RAC belong on the barrier islands; does it accomplish by definition its purpose?
- Housing – increase density/mixed use; Design zoning codes; More affordable units
- Any open space on the “sand” should be preserved for Public Access – especially city owned property
- Restricting the number of dwellings that can be developed, essentially reduces affordability; this is not equity (equality)
- Housing – providing increased density to meet population needs
- Lack of control over barrier island preservation
- Growth management (1 million more people is too many)
- Tall buildings block the sun on our beaches
- Over-development of Barrier Island
- Encourage pedestrian-friendly/high-density housing in downtown Fort Lauderdale
- Appropriate areas for density increase
- Political acceptance of higher densities of development
- Mid-High Density housing in downtown Fort Lauderdale
- How big to grow

### **B. GOAL: Encourage Mixed-Use Development**

#### **1. Objectives**

- a. Ensure right mix of uses for each area.
- b. Consider impact on local businesses.
- c. Provide core residential area to support businesses.
- d. Include broader mix of uses including academic/universities and cultural facilities (beyond retail).
- e. County should consider flexibility units where appropriate.

**2. Issues: Invited Participants**

- New development is rarely smart new development
- Poor design of new development
- Mixed Use
- Smart Growth; Mixed land use
- What is smart growth and what is not
- Lack of set backs in new development

**3. Issues: Observers**

- Mixed-Use land use categories along corridors
- Preservation of commercial corridors (keep non-commercial uses out)
- 50's/60's commercial strips that don't work for cars or pedestrians
- Dealing with inappropriate or obsolete land uses
- Vacant shopping centers
- Design guidelines for corridors

**C. GOAL: Utilize Planning Tools**

**1. Objectives**

- a. Clarify/simplify zoning laws.
- b. Utilize academic sources of information.
- c. Promote public/private partnerships.
- d. Identify redevelopment areas.
- e. Code enforcement partnerships for redevelopment.
- f. Improve review of special exceptions/variances through more specific codes/guidelines.
- g. Develop procedures to make land assembly more efficient and effective.
- h. Consider annexation and impacts on localities.

**2. Issues: Invited Participants**

- The vision of Broward County as an urban area or something other than that; more suburban views
- Developing progressive development standards
- Zoning
- Continuity of requirements such as code enforcement throughout the county
- Redevelopment is a 2 part process: 1) is govt 2) is developers/private sector; you can't predict the private sector
- Performance zoning – bad
- How to identify neighborhoods for redevelopment
- Definition of slum and blight

- East redevelopment vs. Western development
- Over controlling land use regulations

**3. Issues: Observers**

- How fast to grow
- Emphasize “overlay” districts where appropriate
- Lack of mechanism for effective public/private partnerships
- Smart Growth
- Creation of regulatory incentives; reduce barriers for mixed use development
- NIMBY (Not in my back yard)
- The Urban Land Institute needs to be hired to assist in creating a regional redevelopment model/plan
- Should we develop mix use projects (community, residential, etc)
- Where to develop
- How to assemble land for redevelopment
- Code enforcement partnerships as a redevelopment tool
- Shopping: more small business development; create CDCs for co-ops
- The most fundamental and key underlying issue is: “People-based” vs. “place-based” urban redevelopment
- Is “public interest” at the forefront of redevelopment

**D. GOAL: Miscellaneous**

**1. Objectives**

- a. Historic and cultural facilities.
- b. Cultural diversity.
- c. Arts.

**2. Issues: Observers**

- The role of the arts and culture in redevelopment
- Historic preservation: no advocacy

## **VI. CATEGORY: SOCIAL ISSUES**

### **A. GOAL: Generate a Holistic Approach to Social Issues**

#### **1. Objectives**

- a. Expansion of family success center models to include non-income specific services – all levels of government.
- b. Partner with cities to appropriate educational material to neighborhoods.
- c. Create one-stop-shop approach with hospital district participation and input.
- d. Educational focus with participatory cities on available basis.

#### **2. Issues: Invited Participants**

- Trust
- Fire rescue service communities
- Coordination of public safety issues
- Rising crime
- Code enforcement
- Medical services related to redevelopment
- Affordable health care
- Partnership commitment

#### **3. Issues: Observers**

- The County is not trusted because they say they want to partner, but try to make legislative or “plan” changes that hurt cities
- Workshops for citizens to inform them of redevelopment plans the County and City have in mind
- Regionalism
- Lack of long-range planning efforts
- Community input and involvement
- Families with young children should have an opportunity to go to the beach – not just the wealthy and the tourists
- How to make life better
- Cities only focus on physical development, thus leaving out the development of humans (i.e. human capital)
- Creating job opportunities for existing and future populations

**VII. CATEGORY: SUPPORT A FULL RANGE OF HOUSING CHOICES**

**A. GOAL: Recognize the Different Housing Needs of the Different Municipalities**

**1. Objectives**

- a. Analyze Comprehensive Plan.
- b. Identify demographics for different geographic areas.
- c. Education of community.
- d. Outreach to stakeholders to achieve input to overall plans.
- e. Consensus building among stakeholders to encourage participation.

**B. GOAL: Replacement of “Suburban” Mindset with “Urban” One**

**1. Objectives**

- a. Educate constituency to understanding the issue.
- b. Incremental conversion to mixed use.
- c. Recognize needs for regional plan and coordinate and balance individual redevelopment needs.
- d. Come up with methods to reduce likelihood of gentrification.

**C. GOAL: Creation and Maintenance of Affordable Housing**

**1. Objectives**

- a. Build where the need is.
- b. Equitable distribution.
- c. Long-range planning for availability.
- d. Incentives for public/private partnerships.
- e. Subsidize upkeep.
- f. Increase awareness of available programs.
- g. Conversion of condominiums to affordable housing.
- h. Uniform design standards.
- i. Variety of affordable housing types available on market.

**D. GOAL: Create Workforce Housing/Implement New Urbanism**

**1. Objectives**

- a. Facilitate the creation of mixed income communities.
- b. Focus on transit oriented and mixed use development.
- c. Creation of Traditional Neighborhood District (TND).
- d. Revisit issue of densities.

**E. GOAL: Address the Homeless Population and Where They Will Live**

**1. Objectives**

- a. Expand full service Homeless Assistance Centers (HACs).
- b. Expand transitional housing near HACs.
- c. Identify other social and educational needs of homeless families.
- d. Create jobs for appropriate transition from homelessness.
- e. Education community for inclusiveness.
- f. Participants decided these issues fit into no particular category.

**2. Issues: Invited Participants (Goals A-E)**

- Housing cost
- Homeless population – where will they go?
- Homelessness
- Low income housing
- Housing
- Affordable housing for the very poor and frail elderly populations
- Protection of viable neighborhoods
- Displaced poor
- Ability to address individual needs of cities
- Different needs

**3. Issues: Observers (Goals A-E)**

- Increase residential density in appropriate areas
- How do we provide affordable/work force housing?
- Develop neighborhoods with multi-income housing
- Should we rehab our older housing or demo and construct new housing?
- Provide affordable housing
- Gentrification
- Affordable housing
- Create partnerships on building affordable housing

- Replacement of “suburban” mindset with “urban” one
- Affordable housing providing opportunities for housing with population increase, which can be purchased or rented by various income groups
- How to implement redevelopment in a way that is acceptable to the community
- Construction of affordable housing – multi-family vs. single family

### **Miscellaneous Issues**

#### **1. Issues: Invited Participants**

- Self-interest
- Lack of family planning
- Decline in tourism
- Support for International Cricket Tournaments along 441
- What are the criteria?

#### **2. Issues: Observers**

- War is not healthy for cities, CRAs and other living things
- Do not give new restaurants deviations
- Arts community threatened by inadequate funding
- Reach a model or consensus by actually doing a project cooperatively with city and county in partnership
- Set a standard vs. dictate change
- Lack of Business Improvement District (BID)/SID legislation at state level
- Housing vs. Schools
- Housing, CRAs, Annexation
- Pecking order: 1) People, 2) Elected Officials, 3) City Managers - Not the reverse

## **VIII. CATEGORY: TRANSPORTATION**

### **A. GOAL: Parking – Increase, Improve Capacity / Address Demand**

#### **1. Objectives**

- a. Vertical Use – Multi-Story Parking
- b. Link Mass Transit to Parking Facilities
- c. Locate Parking at high activity areas

#### **2. Issue: Invited Participants**

- Beach Areas: New parking facilities should be west of Intracoastal Waterway

#### **3. Issue: Observers**

- Parking should be kept west of the Intracoastal Waterway to help control traffic and parking on Barrier Islands

### **B. GOAL: Airport – Address Aviation Demand While Protecting the Environment**

#### **1. Objectives**

- a. Allow for expansion of International Airport.
- b. Require compatibility of adjacent land uses.
- c. Provide mass transit connections between Port and Airport and activity nodes.
- d. Improve intermodal connections.

#### **2. Issues: Invited Participants**

- Airport Expansion
- Airport Noise

#### **3. Issue: Observers**

- Better coordination between Airport/Port Everglades and Rail

### **C. GOAL: Traffic Flow – Make Traffic Flow Efficient**

#### **1. Objectives**

- a. Synchronize Traffic Signals.
- b. Increase the use of Amber left turn arrows.
- c. Strategically address road width.

- d. Tailor bus size to demand.
- e. Orient redevelopment toward existing transit corridors and visa-versa.
- f. Coordinate infrastructure improvements to minimize traffic disruption.
- g. Aesthetic Improvements.
- h. Encourage xeriscape landscape and/or H2O Reuse.

**2. Issues: Invited Participants**

- Poor Traffic Planning
- Over crowded roads
- Broward's roads are quickly becoming unable to accommodate traffic in major portions
- Less bridge openings
- How can the County better coordinate bridge openings
- Landscaping state roadways
- Incomplete roadways
- Road improvement
- Road construction

**3. Issues: Observers**

- Gridlocks on roads
- Shuttles for traffic
- East-west traffic flow
- Issue-Overly rigid road design standards

**D. GOAL: Mass Transit – Provide Quality and Efficient Mass Transit to Accommodate Projected Population and Fully Integrate Land Use with Efficient Mass Transit**

**1. Objectives**

- a. Monorail-595 and make North/South connections with I-75.
- b. Mass Transit on FEC.
- c. Expanded bus/mini bus/feeder service (routes-stops-highways).
- d. Connect work force with major employment centers (to DRIs).
- e. Promote transit-oriented development.

**2. Issues: Invited Participants**

- Need for a transit/parking plan
- Equal mass transit throughout the county

- Transit Quality
- Public Transportation
- Better mass transit system-incorporate light rail with bus system
- Commuter Rail
- City and County partnership in resolving mass transit planning
- Mass Transit-needs to increase frequency of stops and improve on a user-friendly service
- Mass Transit
- How can mass transit be improved in CRA districts?

**3. Issues: Observers**

- Transportation--Incentives to ride
- Providing multi-modes of transportation
- Transportation and shuttle services should be advertised and vehicles should be marked, especially if FREE to public Example: Beach Express II
- Lack of regional vision and leadership (e.g. RTA)
- Lack of Intermodal Transit
- Transportation Goal: Improve service delivery Objective: Fund more buses; develop rail system, coordinate with RTA
- Improving mass transit network
- Issue: need to encourage a land use pattern, which will support mass transit
- Transit oriented development
- FEC through Downtown Fort Lauderdale
- Improve mass transit
- Mass transit

**E. GOAL: Alternative Modes – Develop Multi-Modal Approaches**

**1. Objectives**

- a. Wider sidewalks increase canopy and transit stops and plan for walk ability.
- b. Provide better lighting.
- c. Expand use of waterbus system.
- d. Helistops in employment centers.
- e. Expand Port Everglades intermodal system.
- f. Support City Greenway System.

**2. Issue: Invited Participants**

- Pedestrian friendly lighting

**3. Issues: Observers**

- Construct roads with more landscaping and pedestrian friendly sidewalks
- Seaports/Waterways
- Coordinated County/City Bike/Pedestrian Trail System
- Bikeways

**F. GOAL: Miscellaneous**

**1. Objective**

- a. Continue to support local circulation system (Mass Transit).

**2. Issues: Invited Participants**

- Transportation
- Lack of Communication
- Traffic
- Poorly planned transportation

**3. Issues: Observers**

- FDOT
- Transportation-survey additional population but easing reliance on automobiles
- Infrastructure – providing adequate streets, transit; water, sewer, etc. to service additional population
- Traffic studies need to be considered when redeveloping. The roads remain the same and the buildings become higher

**G. GOAL: Intergovernmental – Optimize Relationships Among Governmental Entities**

**1. Objectives**

- a. Closer relationship with RTA.
- b. Local governments - support a regional effort toward redevelopment.
- c. Support SR 7/US 441 Collaborative.
- d. Encourage collaboration among eastern cities and county, identify and reestablishment of North South Corridor.
- e. Local government comprehensive plans to include Greenway Corridor.

**2. Issues: Invited Participants**

- Impact of schools on transportation
- Alternatives to traffic concurrency
- County relationship with Miami-Dade/Palm Beach

- Who should bear the financial responsibility? And how much?
- Improve public safety communications through regional secondary centers

**3. Issues: Observers**

- FDOT control of city streets
- How to reduce or eliminate county “trafficway designation” in redevelopment areas where future road expansion is not an option

## APPENDIX A

### I. CATEGORY: CITY AND COUNTY ROLES

#### Participants

Robert Payton, City of Miramar  
Marjorie Conlan, City of Miramar  
Ivan Pato, City of Dania Beach  
Bob Anton, City of Dania Beach  
Alex Fekete, City of Pembroke Pines  
Joy Cooper, City of Hallandale Beach  
Joseph Gallegos, City of Wilton Manors  
Erdal Donmez, City of Coral Springs  
Laura Ward, City of Lauderdale-by-the-Sea  
John Kelly, City of Coconut Creek  
Cindi Hutchinson, City of Fort Lauderdale

### II. CATEGORY: EDUCATION/SCHOOLS

#### Participants

Bill Leonard, Planning Services Division  
Allegra Murphy, Commissioner Oakland Park  
Sam Brown, Mayor Lauderdale Lakes  
Maureen Berk, Commissioner Coral Springs  
Sheila Rose, City of Coconut Creek  
Peter Ross, Broward County Urban Planning  
Brian Sherman, Commissioner Jim Scott

### III. CATEGORY: ENVIRONMENT

#### Participants

Larry Gierer, Commissioner, Oakland Park  
Larry Deetjen, City Manager, Deerfield Beach  
Susan Foster, Commissioner, Pompano Beach  
Cynthia Martin, Representing Commissioner Eggelletion, Broward County  
Rita Masi, Save Our Beach

### IV. CATEGORY: FINANCIAL

#### Participants

Carlton Moore, City of Fort Lauderdale  
Joe Gibbons, City of Hallandale Beach  
Charity Good, City of Hallandale Beach  
Charles Dodge, City of Pembroke Pines  
Roger Desjarlais, Broward County

**V. CATEGORY: LAND USE/HEIGHT REQUIREMENTS**

Participants

Ted Galatis, Councilmember, City of Wilton Manors  
Marilyn Gerber, Commissioner, City of Coconut Creek  
Kathleen “Kay” McGinn, Mayor, City of Pompano Beach  
Leanna Mirsky, Deputy Vice Mayor, City of Lauderhill  
Edward C. Portner, Commissioner, City of Tamarac  
Donald Rosen, Commissioner, City of Sunrise  
Ambreen Bhatti, City of North Lauderdale  
Corinne Church, City of Dania Beach  
Stacey Dahlstrom, Broward County  
Jaye Epstein, City of Hollywood  
Gerson Garcia, City of Sunrise  
Al Shamoun, Broward County  
Greg Stuart, Broward County  
Reagan Yarbrough, Oakland Park  
Marge Hilton, Original Save Our Beach  
Vivian Jeffers, Original Save Our Beach  
Marti McGuy, Original Save Our Beach  
Sandy Militello, Original Save Our Beach

**VI. CATEGORY: SOCIAL ISSUES**

Participants

Sue Katz, Commissioner, Pembroke Pines  
Lori Moseley, Mayor, Miramar  
Sandy Harris, Legislative Delegate  
MacAdam Glinn, Director of Government Affairs, Realtor Association of Greater Fort Lauderdale  
Norman Howard, Office of Housing Finance, Broward County  
Pam Madison, Assistant to County Administrator, Broward County  
Ray Lubomski, Community Development Division, Broward County

**VII. CATEGORY: HOUSING**

Participants

Same as above.

**VIII. CATEGORY: TRANSPORTATION**

Participants

Henry Sniezek, Broward County Planning Council  
Irwin Harlem, Commissioner, Sunrise  
Laurence Leeds, Dania Beach  
Dennis Conklin, Plantation Park East  
Scott Newton, Vice Mayor, Wilton Manors  
Craig Sherritt, Councilmember, Wilton Manors

Cynthia Chambers, Broward County  
Lee Hillier, Resident, Plantation  
Shiela Rose, Coconut Creek

**IX. GENERAL INTEREST**

Participants

Sam Goren, Esquire, w/Goren, Cherof, Doody & Ezrol, P.A.  
Anthony Longo, City of Fort Lauderdale  
Steven Glassman, ArtsParks Project Administrator, Broward County

## APPENDIX B

### STRENGTHS

#### Issues: Invited Participants

- Beaches
- Professional staff
- Location in international market place
- Economic benefits
- Work force and number of employees
- Creative financing
- A great place (i.e., weather, location)
- Rich cultural diversity
- Starting to build trust
- Becoming more focused
- Port Everglades
- Many leaders
- Annexation
- Climate
- Location
- Proximity to Miami-Dade/Palm Beach
- Existing Port/Airport
- Technical Resources
- County participation in process
- County Mayor
- Home Rule
- Tourism
- Outstanding Information Data Base
- Outstanding staff – highly competent
- County has vast resources
- Keeps community vibrant
- Prevents blight
- Great place to live – keep and add to parks and open spaces
- Try to come up with common goals
- Build the tax base
- Desire to coordinate developments
- Desire to make things better
- Potential to fund large scale projects
- Strong economy
- Public input and cooperation
- Tax increment financing
- City knowledge of local needs
- Cities' ideas on redevelopment
- Home rule
- Today's meeting
- Recreation needs
- Redevelopment would increase community pride
- Available land

- Cities are better equipped to make flexible decisions
- Rebuilding community
- Broader partnership base, financial
- Growing diverse population
- Cities talking to the County
- Wealth of experience
- Beginning to build trust
- Cooperation
- Funding source
- Improving community
- Beachfront
- Immigration
- People who take pride living in Broward and who continue to make it their home
- Longtime experience of local government in redevelopment
- City advisory board with variety of experience
- Existing redevelopment programs (i.e., CRA, CAP)
- Unique environment which is desirable to the masses
- Economy
- Higher education facilities
- Business locations
- Diversity of population
- Intergovernmental coordination
- Money
- City elected officials who want to get involved
- Population
- CRA
- City has bonds – plans knowledge rule
- The cities
- Our environment
- Most elected officials in most municipalities
- Location
- County involvement with Cities and home rule
- Greater opportunity for federal grants and public/private partnerships
- Stable economy
- Resources, staff and equipment
- County needs to assist cities
- Abundance of information available to cities
- Weather
- Proximity of local officials to ideas and needs of neighborhood groups
- City CRA with dynamic staff and City Commission support
- Partnering with a developer on a project
- County can provide resources – not currently available to smaller cities
- Support
- Coordinate infrastructure between City and County
- Federal highway redevelopment
- Desirable place to live
- Increasing property values
- Creative Commission/Council thinking
- Build in density into downtowns; protect “rural” areas from overdevelopment
- Open communication between County and municipalities

- “Green” up the environment
- Better coordination
- Attract businesses to dying areas
- Partnership between City and County
- Increase the quality of life of all residents

**Issues: Observers**

- Public driven planning under F.S. 163
- Grant money available for preserving public access to beach and develop parks and recreation areas
- Communities coming together forming ideas
- Redevelopment can provide mixed housing opportunities
- Countywide land use plan
- Strong economic context and environment providing development opportunities
- Recognize importance of transportation – public
- Growing population increases funding opportunities
- Redevelopment – economic development
- Redevelopment – efficient use of resources
- Potential sharing of resources
- Population increases
- Transit improvements
- CRAs generated over \$250 million in private investment from 1998-2003 with only \$26 million in “public assistance”
- Market demand for development
- County and cities working together
- Needs identified in CRA plans; approval for County
- Citizen interest and involvement
- Sunshine State
- Pleased that County government is involved in barrier island development
- County and cities have the power to preserve open space and green space
- Financial resources
- A1A/US1 roadway improvements
- Desirable location for economic development
- Technical assistance
- Development of greenway
- Limited development review timetable
- Availability of vacant land
- Transportation network
- Services
- Beach access
- Neighborhoods
- Parks
- Recreation
- Labor Force
- Water
- Strong historic preservation officer
- Diversity of population
- County and City (CRAs) are already redeveloping areas

- Port
- Expertise
- Barrier island beaches and reefs
- Climate
- County's comprehensive land use plan
- City primary role in redevelopment
- Today's exercise
- Countywide land use plan
- Local development issues should be resolved at local level
- Relatively wealthy county
- CRAs under City control
- Existing CRAs in communities
- City's controlling CRAs
- Population growing
- Location
- Property tax base
- TIF funding
- Regional park and library systems
- County involvement in growth
- Local government experience
- Broward Charter County authority vs. City authority
- New urban planning office can manage and maintain focus
- Dedicated revenue for pursuit of identified goals
- Existing CRA structure dedicates funds to locally defined goals
- Neighborhood improvement programs (County)
- Bonding of TIF
- Railroad system
- More tourism

## APPENDIX C

### WEAKNESSES

#### Issues: Invited Participants

- Too much/many bureaucratic obstacles
- Lack of vision
- Security
- County lack of knowledge of local needs and goals
- Population increase
- Slow economy
- Communication
- Odd government structure
- Not enough county/city cooperation on vision for area needs of population
- County slow – bureaucratic
- Elected officials
- Who are we
- Bridge traffic
- Overdevelopment
- Transportation
- Not enough money to go around
- Distrust, lack of respect, parochialism
- Single member district, lost one vision on regional issues
- Mutual trust
- More municipal control
- Tax drain on city
- Schools, Elementary & Middle
- Lack of cooperation between County and Cities
- Taxes
- Inability to be flexible on roadways
- Too rapid growth
- Red tape
- Mass transit
- Lack of disposable income
- Public misconception
- Egos
- Over-population
- County needs to address “productivity”
- Natural resources
- Annexation
- New impact fees not cleared by cities
- Communication
- Homestead Exemption
- Port Everglades
- Fragmented government
- Infrastructure of roadway
- Tax inequities
- Land scarcity

- Ability to change
- Too entrenched, too many layers
- Aging population
- Parking at Beach
- Contamination
- Financing
- Lack of Trust
- No true economic programs
- Annexation policies
- County beach resources are everyone's
- Beachfront
- Over growing
- Schools can't keep pace
- County impersonal
- Do not include cities in new initiatives
- Lack of infrastructure
- Lack of regional perspective
- Homelessness
- Infinite loop
- Ability to communicate ideas and issues
- Lack of coordination
- Recreation needs
- Failure to communicate with locals
- Single member districts
- Lack of collaboration
- County adopts polity and advises City after the fact
- County cooperation
- Too much of the same thing stifles individualist
- Lack of diverse industry
- No clear picture of benefits to Cities in reformed CRA
- Lack of green space
- No trust between County and Cities
- School Board not present
- Loss of identify
- Airport security
- No overall plan for the County; development is being done willy nilly
- Lack of coordination between County and Cities
- Redevelopment will increase population density
- Small city population
- Plan already devised
- Population increases will further strain on roads
- Understanding diverse population
- Transportation
- Communication with Cities
- Population cap
- Gray identifies between City and County
- Duplicity
- Low paying jobs
- Funding
- Infrastructure

- Poor cooperation, dialogue, trust
- Lack of roads
- Long disinterest on the County's part
- Educational system
- Traffic
- Over-development
- Roads
- County has plans approved before CRA could be done
- Communication with public
- Oversight and/or review process
- Public Transportation
- County knowledge of area
- Litter
- Code Enforcement
- Traffic Congestion
- Lack of mass transit for all neighborhoods
- Escalating land values
- The County
- Older infrastructure based on small town development – traffic congestion
- Not enough east-west highways to move people
- Low \$'s
- 50' Lots
- Old infrastructure
- Apathy in voting
- High rise development
- Scholastic opportunities
- Overcrowding
- High school taxes
- Lack of regional priorities
- No consistency in application
- Delay in implementing existing programs
- Public school system
- Need defined standards for revitalization
- Local power are elected by those in CRA
- Poor infrastructure due to County neglect
- Political agenda vs. what's right
- Large box abandoned
- Strip Malls
- Opportunity to partner and redevelop
- Lack of pedestrian friendly lighting
- Inadequate funding sources
- Public transit
- School overcrowding
- Blighted areas
- Too many parties involved in redevelopment decisions – delays the process
- Money
- Roadways linking
- Infrastructure
- Inadequate public transportation
- Running out of land for new developments

- Traffic congestion
- Decline of CRAs
- DOT
- Potable water limited
- Lack of participation of County Commissioners
- County funds could block bonds that are now out
- No Commissioners at this meeting
- Too many staff members, too many layers
- Distribution of County \$ needs to take into consideration amount generated by larger cities
- Trust between elected officials of County and municipalities
- Cities do not trust County information
- Economic vision as regional effort not articulated

### **Issues: Observers**

- Lack of coordination between CDBG offices, CRAs and economic development
- Inefficient bureaucratic County administration
- Redevelopment can dilute local history and culture
- Need for “affordable” housing in downtown area
- Redevelopment may cause gentrification
- Redevelopment can displace local businesses and residents
- Automobile oriented transportation system, not pedestrian/bicycle friendly
- City elections change and halt implementation
- County regulations for right-of-way are not following “smart growth” principles
- Favoring developers
- Technical assistance
- Lack of effective regional cooperation and collaboration
- Too much focus on “place” redevelopment vs. “people” redevelopment
- High density land use encroachment into resident (low density) neighborhoods
- Over development
- Passing the buck
- Lack of land use/intensity flexibility at municipal/local level
- Barriers (location/regulatory) to workforce housing
- Defined character
- Open space conservation
- Lack of diversity of housing type/costs
- Not enough money for single family rehabilitation
- Non-emphasis on marine industry issue
- NIMBY
- Redevelopment can strain public services and facilities
- Lack of leadership/understanding of community based economic development
- Mass transportation
- Limited access of “new” federal initiatives: COFL Fund/New markets for tax credits
- Lack of coordination between county, local and community based efforts
- This session is being held late in the County process. The county has already decided on its “agenda” for July!
- Lack of effective partnerships with lending institutions, i.e., CRA enforcement weak
- Current redevelopment efforts only focus on physical improvements
- Current redevelopment efforts don’t provide equal opportunities for all

- Redevelopment can cause traffic congestion and crime
- No central control – need audit to keep on track
- Lack of pedestrian friendly roadway
- Traffic study ignored in favor of developers
- Lack of adequate sewer systems
- Lack of coordinated sewer systems among all of Broward's cities
- Seeking collaboration while segregating participants and observers
- Lack of sufficient effective mass transit
- Coordinating with FDOT on state highway improvements in “timely” manner
- Redevelopment will increase density
- Redevelopment is long term – politics is short term
- Affordable housing may be lost
- Financial resources
- Mass transit
- Staff overruled by political election cycles – focus directed elsewhere
- Need for more flexible road design statewide to accommodate pedestrians and landscaping
- Lack of affordable housing (starter homes)
- Too much control in county hands
- County domination on local issues
- No historical preservation advocacy
- Home rule
- Number of cities – regarding consolidation of services
- Public perception is negative
- County land use control, limited flex units
- Too much red tape – streamline and coordinate building departments
- Uncoordinated planning among multiple jurisdictions
- Slow transportation infrastructure
- Geographic limitations
- No central leadership to fund transportation problems
- People love cars
- Mass transit not well developed
- Low-density land use pattern not conducive to mass transit
- Limited representation
- Mistrust of county from year of attack on F. S. 163
- Redevelopment is expensive compared to greenfield
- Transportation
- Schools
- Intergovernmental cooperation
- Cities waive parking formulas creates more congestion
- Over regulation
- Unincorporated areas reutilization, mom and pop stores, jobs, economy
- Affordable housing
- Partnerships
- City officials do not fund/implement Chapter 163 plan
- Loss of community identity
- Limited land
- County cooperation with city staff
- Diversity of interests
- City role on Planning Council
- Lack of County experience and poor track record dealing with unincorporated areas of blight

- City control of over development
- Lack of vision
- Displacement of old people
- Lack of mass transit
- Small network of overlapping redeveloping agencies
- Permitting agencies are requiring high standards in these old neighborhoods
- Vacant land (lack of)
- Schools
- No history of redevelopment in South Florida
- Minorities lack leadership to get fair share
- Racial segregation
- Cities serve broad electorate not local CRA needs. Haves get, have nots left behind
- Zoning may stop mixed use
- Fast track provision can eliminate public input for quality analysis
- Redevelopment is complicated and requires persistence
- Increased processing time for development approvals
- Increased density may impact urban environment along Barrier Island
- Need for improved sidewalk accessibility in neighborhoods
- County in control of TIF decision (exclusively)
- Evacuation
- State involvement
- Overcrowded schools
- Lack of coordination of capital expenditures
- Overpricing
- Lack of coordinated planning efforts between County and municipalities
- Consolidate funding for housing
- Increasing of affordable housing
- Population growth at a rapid pace
- Too difficult to get projects through County permitting
- County and cities do not have clear vision for transit and transportation
- Lack of trail/bike system
- Lack of redevelopment leadership both private and public
- County ideas in conflict with city ideas
- Transit less efficient than personal auto

## APPENDIX D

### OPPORTUNITIES

#### Issues: Invited Participants

- Clean up blight
- No current plan
- Partnerships
- Redevelopment
- Partnerships between private and government
- CRA new and old
- Improve water management
- To develop a common theme for urban architecture
- Create environmental standards and expectations countywide
- “Planning mandated”
- Think of big picture
- Create efficiencies in development review process
- Take advantage of natural resources, i.e. close proximity to ocean marine related development
- Collaboration between cities and county to maximize available resources and enhance quality of life
- Eastward Ho!
- Redevelopment of 50’s and 60’s eastern areas
- Redevelopment
- Tax breaks for preservation
- Existing partnerships
- Opportunity to develop flexible strategies to address concurrency and land use issues
- Control growth
- Overall vision for economic redevelopment for entire county
- Increase property sales quicker
- To improve neighborhoods
- Tap vast county resources
- Keeps community vibrant
- Pool collective resources
- Better communication between governmental bodies
- Improve communities
- Opportunity not to dictate to cities
- Historic preservation
- Prevent blight
- Participation
- Transit oriented concurrency
- Partnerships using county \$
- Unincorporated area
- We have good people in elected office now
- Grants
- Smart redevelopment to bring people back east – lessen environmental impact out west
- Worldwide destination
- East/West transportation poor
- Public Private partnerships

- International market
- Planning
- Minimize/reduce county interference
- Regional visioning
- Diversity
- Change direction for development
- To Guide Trust
- Increased cooperation between cities/counties
- Work with municipalities to allow them to form Regional EMS
- Create artist live/work and sell spaces
- Arts and culture venues
- Time to plan for growth
- Highlight city as places within county
- 441
- If we work things out now!
- Support CRAs to help redevelop eastern cities
- Develop standards related to blight to allow for quality development
- Higher density
- Federal funding opportunities
- Develop new systems with local governments to provide infrastructure and schools
- Work with cities to change State Legislature to change State laws on growth management
- Work with cities to develop a better place to call home
- Build new urban spaces that are people friendly
- Collaborative effort in infill and redevelopment
- Jointly plan County/City reinvestment for infrastructure
- Plan County investment in regional services and projects
- Use of County funds for redevelopment
- Upgrade blighted areas
- Money
- Support CRAs
- International sports
- County assist cities
- Harnessing better tourism
- Smarter redevelopment
- To bring federal dollars down to municipal level
- Population growth
- We have the opportunity for smart growth if cities could get on same page
- Need for light rail system on 441
- County funding assistance
- Cooperation among governments
- Opportunity to enhance new County Park on 441 with international marketplace
- K-Mart site
- Greater opportunity for federal grants and public/private partnerships
- Underdeveloped land
- Establish dialogue with County officials to fulfill goals of existing programs
- The ability to create a financial spin for Broward along 441
- Streets
- Public transit
- Mixed land use
- Existing City governments

- Partnerships with the County private developers
- Create a united community
- Common goals
- To do it right
- Better mass transit
- Opportunity to work closely with city governments vs. County

**Issues: Observers**

- Arts and cultural venues
- County can better manage funds to be allocated
- Use the arts for economic development
- Regional transit authority
- Redevelopment can rid slum and blight
- Potential for ensuring that every city provides its “fair share” of redevelopment
- Need for a parks master plan
- High density housing in urban center
- Urban design
- Public/private partnerships
- Develop transit link between beach, downtown Ft Lauderdale and 17<sup>th</sup> Street
- To cooperate between different jurisdictions
- Need to educate citizens to accept higher density
- To create a splendid downtown
- Small business development assistance along corridors
- Artist live/work/sell spaces
- Increasing attractiveness of traditional downtown/mixed use areas
- Include human capacity building
- Vertical development needs more parks to be dispersed
- Incentives for public/private partnership with affordable housing
- Needs long term commitment
- The creation of county office to facilitate network of redevelopment agencies (public/private)
- Redevelopment will increase density
- To narrow the gap between “haves and have-nots”
- Secession from State
- To organize a redevelopment organization of local governments to run the countywide redevelopment effort
- Historic preservation
- Please save our remaining beaches for our children and grandchildren
- Devote the necessary resources to expedite long-term transportation solutions
- Cost sharing initiatives
- Redevelopment can improve public services and facilities
- Barrier Island as environmentally sensitive land
- Create stretches of barrier island with no automobile traffic
- Revise the level of trust between County and communities
- Develop neighborhood plans
- Economic incentives for residents (affordable housing) and community development
- Land values better reflect needs to be solved. Poor values greater return on investment
- Limit county land use powers
- Growth demand

- Regional transportation system
- Coordinate delivery of services
- Mixed use
- Expand affordable housing initiatives
- Greenway connectivity
- This forum may stop the County from attacks on F.S. 163 in Tallahassee
- New market tax credits
- Raise public awareness of existing affordable housing initiatives
- Prime for redevelopment
- Assist cities with funding or financing for streetscape improvements along corridor
- Mixed use land use along commercial corridors
- Older properties available to redevelop
- Empower cities with land use planning authority
- Remove land use planning authority from the County
- County \$ for infrastructure and transit improvements
- Under developed/obsolete commercial strips
- Bring the Urban Land Institute in to assist in developing the City/County redevelopment policy plan
- The County can relax regulatory impediments to allow increased density and mixed use development
- Link transit and housing opportunities
- Regionalism
- Enhance quality of life and sense of community in older neighborhoods
- Regionalization
- New School Board interlocal agreement
- Land use planning based on watershed instead of municipal jurisdictions
- Providing coordinated transit
- Consolidate with Federal funding of 441 corridor group
- Redevelop commercial strips that don't work for cars or pedestrians
- Providing regional transportation
- Diversification of various land uses, demographics and needs
- Create a goal for affordable housing
- Make commuter rail on FEC corridor a priority
- Our elected officials need to listen to their constituents
- Preserve historic buildings and neighborhoods (est. Historical District)
- The areas in need of redevelopment that are not CRAs can benefit if County creates realistic support plan
- People looking to move from west to east
- Florida downtown master plan
- Request additional \$\$ from State and Federal for affordable housing
- We will move effectively if we can learn to work together
- Strong demand for new housing
- Regional issues resolved at the appropriate county level
- Preserve historic resources
- Save the beach
- Improved county/city relationships
- Dialogue and communication
- Needs cooperation of cities and counties
- Federal/State grants available are not fully explored
- Mixed use redevelopment along developed corridors

- Remove dilapidated buildings
- Demand for housing will allow redevelopment of areas desired
- Address old substandard platting
- Support E-W connectivity to Tri Rail
- Strong historic preservation department
- Preserve our history
- Becomes an attraction for tourism
- Redevelopment can provide new business and housing opportunities
- Consider alternatives to Broward transit buses; smaller energy efficient vehicles cheaper to run
- Workshops for citizens regarding development
- County and City working together regarding development
- Depth of local experience of staff
- Create an investment banking model system of deal making, leveraging resulting in opportunities for "people" redevelopment
- Support with funding or financing T.O.D.
- To reduce blighted areas
- Support passenger rail on FEC Corridor
- High land volumes for property tax, if used at County level
- Lack of vacant land (forces redevelopment)
- Pivotal role of the arts in urban redevelopment
- MPO can allocate funds for mass transit not more highways
- \$400 million bond can fund park growth
- Increased role for cultural tourism

## APPENDIX E

### THREATS

#### Issues: Invited Participants

- Tight money market
- Lack of \$
- No plan
- Log jam between County/City planners in getting projects done
- Not enough dollars for security of Communities
- Greedy developers
- Annexation-forced
- Indecisiveness; changes in direction
- Inability to trust the County to fulfill their obligation
- Control versus home rule
- Traffic concurrency
- Terrorism being successful due to lack of security
- Indifference
- Hurricanes
- Population growth
- Population
- Everyone wants to control tax \$'s
- Competition
- No vision
- No cooperation
- Parochialism
- Nimbyism
- Fear of change
- County changing CRAs
- Inability to work together
- Quality of Life
- Flooding unless drainage is updated
- TIF
- Delay current CRA initiative that are on progress
- Meddling with City flex units
- No State, County or City overall growth plans
- Loss of local control
- Intergovernmental cooperation
- Interference by county with city initiatives
- County is nervous that it will lose \$ power by giving TIF to cities who need redevelopment
- Better our use of tax dollars in choosing properties to purchase
- Tax increase
- Proliferation of Houses of Worship in residential neighborhoods
- Coastal high hazard
- Home rule interference
- Ageing infrastructure
- Environmental water pollution
- Infrastructure traffic services

- Evacuation on beach
- High-rises on every available space on the beach
- Predetermined outcomes expected (e.g. no more CRAs)
- Lack of a plan
- Without plan guidance continued growth, overcrowding, decay
- School capacity
- Beach erosion
- Lack of trust between Cities and County government
- Taking away home rule
- Communication-language barriers
- No communication with schools planning
- No communication between staff County-Commission, County-City
- County mandates!
- Not acknowledging existing partnerships
- Conflict in planning objectives
- Ability to think outside the box
- Over-development on Barrier Island
- Sluggish economy
- Bad redevelopment
- Unfunded Mandates, lack of State and Federal funding for identified priorities
- Adversarial City/County relationships
- Who is in charge?
- Environmental impacts
- No vision
- Water supply
- Beach front
- Now all built out, build up, how high is high
- Pollution, traffic, political gain
- Governance
- Parking at beach
- Over building natural resources
- Invasion of home rule
- Population growth
- Too much regulation
- Hurricane evacuation
- New agency
- Infrastructure of roadway
- Inequitable advantages
- Density on Barrier Island
- Governmental indifference with City I.D.'s needs vs. County will
- Breakdown of family values
- Turf
- Parochialism
- World uncertainty
- Too many committees
- Financial control
- Turf protection
- Over population
- Traffic congestion

- Loss of power
- Uncontrollable growth

**Issues: Observers**

- Wildlife
- Environment
- Lack of State support for smart growth
- Reduction in State and Federal Budgets for affordable housing
- County “Big Brother” approach
- Hurricane evacuation on Barrier Island
- Hurricanes, FEMA funds? Redevelopment after weather hazards
- Quick Land Use changes must protect existing property owners
- County must be careful to create an effective redevelopment approach
- No accountability mechanism for not following plan
- Water contamination
- Developers see “beach development” as a gold mine-expect and get special deals
- City use of T.I.F. funds for uncontrolled development
- Over population
- Lack of participation
- Pollution
- The County is trying t restrict CRA operations while there is proof they are working
- Reduction of tax base
- Air quality
- Hurricanes
- County does not have track record in redevelopment
- Removing decision from local Government can reduce local buy in and community support
- County ideas in conflict with city ideas
- County redevelopment policies conflict with City redevelopment needs
- Cost
- Media representation of negative aspects of redevelopment
- High land values
- Population increase
- Abuse of CRAs
- Sheet Vendors
- Homeless (need to be addressed)
- Moving too fast to change process before problems and solutions discussed. July 1 to Commission. Why the rush?
- County Commissioners who care so little about Redevelopment they don’t bother to show at what is supposed to be such an “important” meeting
- Increasing population
- Land Use is developer-driven instead of planned in whatever fashion
- Water management on Barrier Island
- Energy management on Barrier Island
- Potential waivers to uniform building code-put public at risk for hurricane
- Conflicting political agendas
- FDOT
- Safety

- Ruin Environment
- Aging infrastructure
- Commission Planning Council appointments
- A less than clear direction for leadership from the County Commission
- County Threat to City Authority
- County taking away resources rather than adding tools
- Zoning ordinances change after CRA and RAC approval
- County's need for authority over City
- Elected Officials served as CRA boards NOT stakeholders
- Lack of flexibility in modifying land use plans to provide additional housing units
- County continuing to usurp local planning authority
- The County does not have the ability to "manage or control" redevelopment but they try
- Over Development
- Equal distribution of funds for budget needs
- Inadequate drainage and storm water capacity
- Control issues
- Variances without hardships
- Over-development on Barrier Island
- Agreement between Cities and County
- Traffic congestion and grid-lock
- Saltwater intrusion to water wells in east Broward
- Everglades water supply threatened by state funds
- Local development issues decided at the County level
- Fighting for power and controls between County and CRAs
- Broward County attacking CRAs in Tallahassee
- Political grid-lock
- Availability of land elsewhere that's cheaper to develop
- Inadequate sewage disposal
- Traffic flow
- Reliance on funding subsidy
- Over development
- Length of time to amend local land use plan
- Loss of habitat
- Over development on Barrier Island
- Not enough affordable housing for job growth
- Unwanted staff inspections to provide strength
- Aged power plant that pollutes Broward air
- School capacity funding
- Lengthy land use amendment process
- Transit grid-lock failure
- Overcrowded Roads
- Gentrification
- Lack of sincere leadership
- Land use change for beach area-RAC on Barrier Islands impacts density, services, traffic, etc.
- Beach erosion
- Building height
- Perception by some that County can stop growth
- Desire by some to stop growth
- Immigration will continue
- Overcrowding will result if redevelopment is too slow

- Potential, near future real estate bubble
- Political agendas
- State neglect of Broward
- Loss of unincorporated land creates self-preservation incentive/motivation for County staff!
- The bigger the developer is the more consideration he gets and the more variances he receives
- Housing overcrowding
- Proposed County legislation not representative of Cities the County is supposed to represent
- Lack of budget for Department of Historic preservation advocacy
- Local political jealousy turf war potential

## **APPENDIX F**

### **IDEA PARKING LOT**

- We are gridlocked! Top down from Broward County will not gut CRAs/T.I.F. Outside qualified information is vital BRING THE URBAN LAND INSTITUTE in to guide this evolution or, we will stay grid-locked
- How can County assist Cities with getting FPL lines buried quicker?