Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

The Goodman Site is situated within a wetlands environment. It is bounded on the west by a utility easement that parallels the Sawgrass Expressway (Fl-869), on the north by a utility easement that parallels Pat Salerno, and on the east and south by a 50' waterway (Parcel C) that separates the wetlands, preserve and mitigation area from BB&T Center parking lot perimeter road. A copy of the survey map of the archaeological site contained in City of Sunrise Ordinance 838-X (Exhibit "G") is provided as Exhibit A to this application.

IV. SITE HISTORY

Briefly Describe the History of the Site:

Between 100 and 500 B.C. the aboriginal people of Southeast Florida inhabited a vast wetland environment that we recognize today as the Everglades. These people, ancestors to the Tequesta who greeted the first Europeans to Florida in the 16th Century, occupied small seasonally inundated islands and upland hammocks throughout the Everglades. Known as Tree Islands, these lands were grounds for all manner of cultural activity: short-term campsites, long duration settlements, hunting / fishing / gathering sites, and sites for religious and mortuary practices.

Artifactual evidence indicates that the Goodman site is believed to have been occupied intermittently between 500 B.C. and 1200 A.D. at which time the site served as camp/habitation site and a burial site. Evidence also suggests that the site may be older than 500 B.C. and predate the development of ceramic technology in Southeast Florida.

The site was first investigated by the Broward County Archaeological Society in the 1970s. It was later investigated by Archaeological Consultants, Incorporated in 1986 in coordination with the Amerifirst Development Corporation's application for the "Savannah P.U.D. Plat 7". The investigation was conducted in compliance of development requirements of the State Division of Historical Resources, Broward County, and the City of Sunrise. At that time the site was recommended for preservation citing potential eligibility for the National Register of Historic Places under criteria d – *potential to yield important information.* The site was preserved by incorporating it into a wetlands preserve and mitigation bank within the Savannah P.U.D. Plat 7 pursuant to City of Sunrise Ordinance 838-X *Broward County Civic Area Site Development Order*, Sections 6(E), (6(I), and Exhibit "G", which states:

> *6(E)* *"Developer shall, consistently with the requirements of Section 6(I), preserve the archaeologically sensitive area ("Indian Mound") as shown on Exhibit "F" attached hereto and made part hereof. In addition, Developer shall notify State Archaeological officials of construction schedules, shall delay construction up to three months in any area where potentially significant historical or archaeological artifacts are uncovered, and shall permit State and local historic preservation officials to survey and excavate any archaeological site, other than the Indian Mound, which may subsequently be discovered at the Arena Site* [BB&T Arena]".

> *6(I)(2)* *"...Developer shall set aside, preserve and restore the approximate 18 acre wetland area surrounding the Indian Mound, in substantial conformance with Exhibit "G"..."*

Broward County, Florida
Environmental Protection and Growth Management Department
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Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

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The site has remained preserved in the wetlands area since development of the Savannah P.U.D. Plat 7.

V. SITE PHYSICAL DESCRIPTION

Briefly Describe the Architecture / Construction / Design or Physical Elements of the Site:

The Goodman Site is an Everglades Tree Island / Hammock, approximately 1 acre in size rising between 5' and 8' above mean sea level. The site is densely vegetated and surrounded by wetlands preserve and mitigation. The current site conditions approximate the environmental context of the site as it would have appeared during the site's Period of Significance.

The Goodman Site is documented as a midden and burial mound which likely served as a small habitation site for aboriginal populations between 500 B.C and 1200 A.D. Excavations performed in 1975 by the Broward County Archaeological Society resulted in discovery of two human burials, thousands of ceramic sherds, and faunal remains (ACI 1986:10). Excavations performed in 1986 by Archaeological Consultants, Incorporated determined that the site is composed of "black earth midden rich with aboriginal ceramics and faunal remains," indicative of the Glades I (500B.C. – 750 A.D.) and Glades II (750 -1200 A.D.) cultures which are unique to Southeast Florida (ACI 1986:10).

VI. APPLICANT INFORMATION

Applicant's Name: Broward County Historic Preservation Board

Applicant's Address: Room 329K, 115 S. Andrews Ave, Fort Lauderdale, Florida 33301

Applicant's Daytime Phone Number: (Point of Contact) Rick Ferrer, Historic Preservation Officer: 954-357-9731

Applicant's E-mail Address: (Point of Contact) Rick Ferrer, Historic Preservation Officer, rferrer@broward.org / Matthew DeFelice, County Archaeology Consultant mdefelice@broward.org

Applicant is which of the following (check which applies):

___ **Board of County Commissioners**

_X_ **Broward County Historic Preservation Board**

___ **Municipality**

___ **Owner of a Nominated Property**

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

Applicant's Name & Title (if applicable):

Signature **Date**

Print Name and Title

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

VIII. ADMINISTRATIVE REVIEW ***(To be completed by Historic Preservation Staff)***

This Application has been reviewed for completion and accuracy by the Historic Preservation Officer. The Application has been determined to be (check which applies):

_X_ Complete

> **If the Application has been determined to be "Complete," provide the next available Historic Preservation Board meeting date for scheduling HPB review of the Application: January 19, 2017**

___ Incomplete

> **If the Application has been determined to be "Incomplete," describe what information is required for completion:**

The nominated site has been reviewed for designation eligibility by the Historic Preservation Officer. Based on the information provided, the HPO makes the following recommendation to the Historic Preservation Board:

_X_ Eligible for Designation

___ Ineligible for Designation

___ Additional Research Required

Comments by the HPO:

This Application has been reviewed for informational accuracy and completeness and is found to be consistent with recorded information for the site.

RICHARD A. FERRER
Digitally signed by RICHARD A. FERRER
Date: 2017.01.17 14:46:20 -05'00'

HPO Signature

January 17, 2017
Date

Rick A. Ferrer
Print Name

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

Photographs:

Figure 1. View of the Goodman Site 8BD188 (from southwest).

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

GENERAL LOCATION MAP

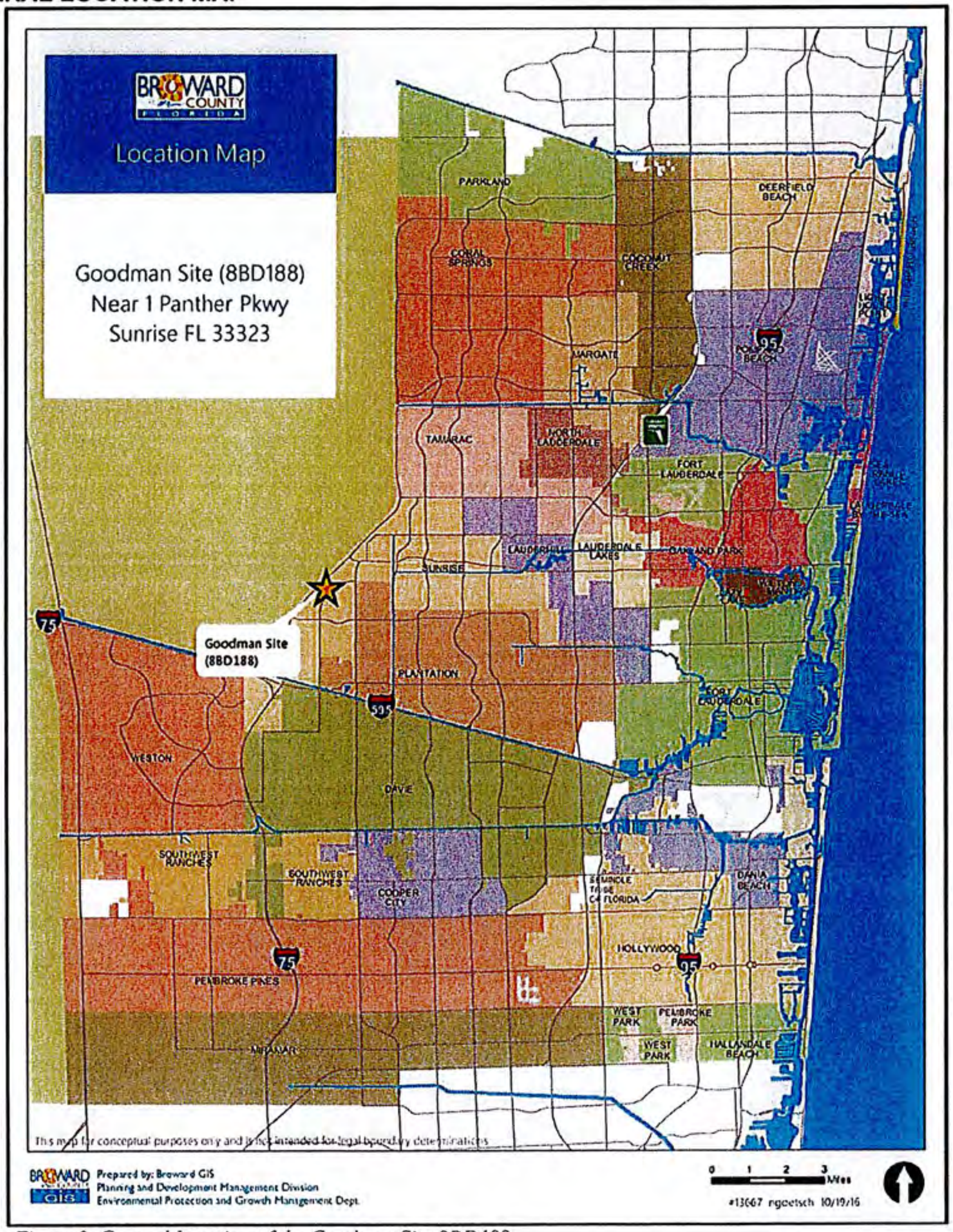


Figure 2. General Location of the Goodman Site 8BD188.

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

GENERAL LOCATION AERIAL

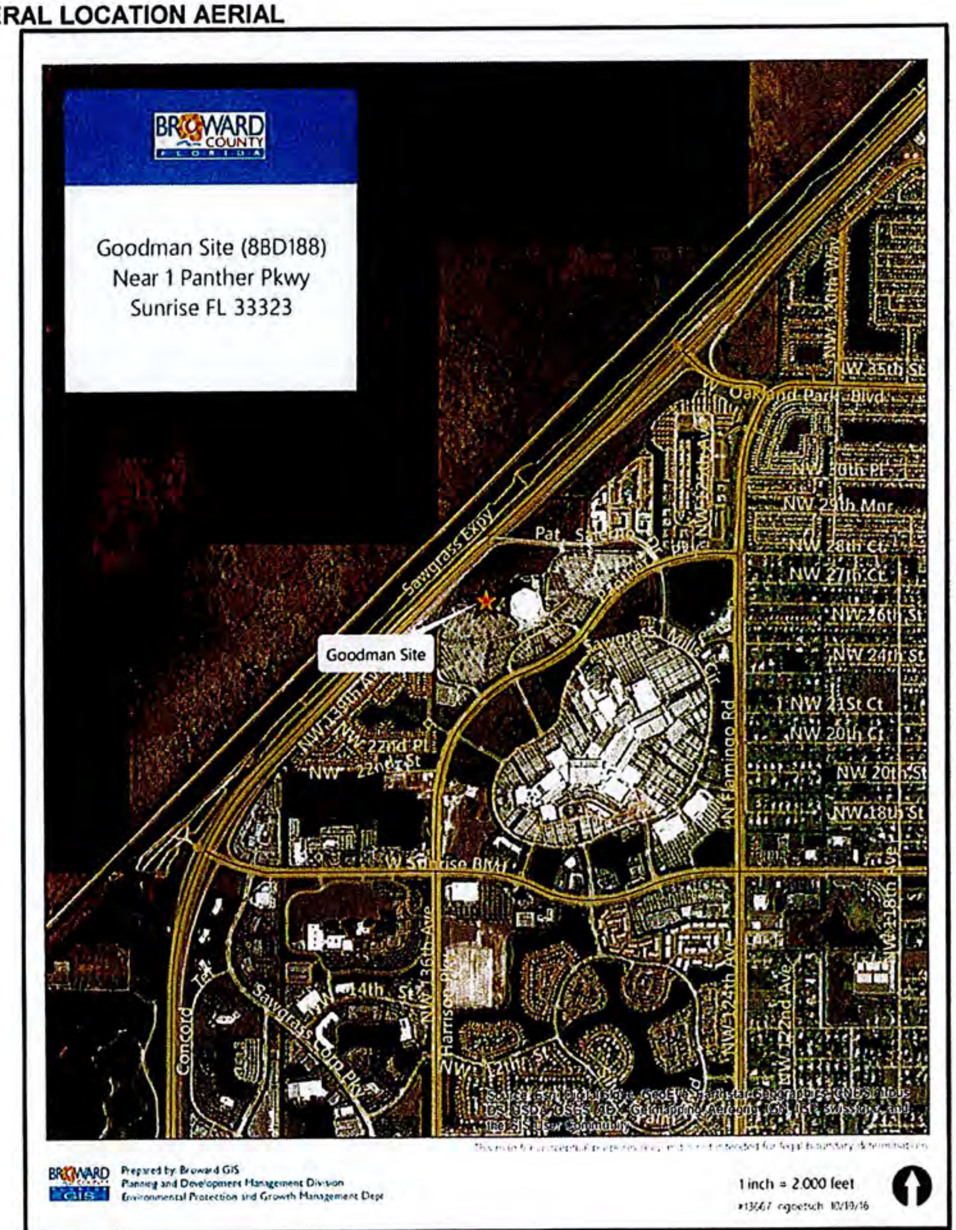


Figure 3. General Location Aerial of the Goodman Site 8BD188.

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

Supplemental Information:

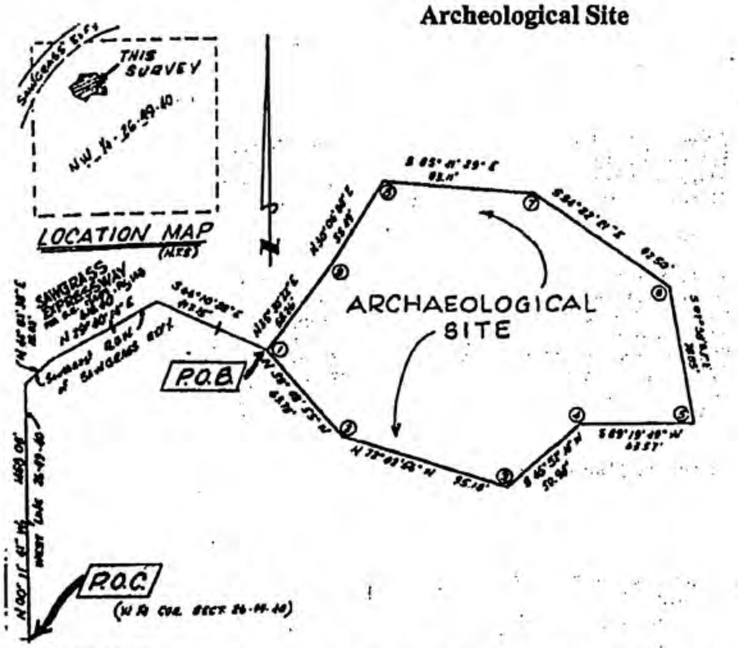
Exhibit A
Archaeological Site Survey Map (Savannah P.U.D. Plat 7 pages 34, 35)

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

Archeological Site



SURVEY NOTES:

1. REPRODUCTIONS OF THIS SKETCH ARE NOT VALID UNLESS SEALED WITH AN EMBOSSED SURVEYOR'S SEAL.
2. LANDS SHOWN HEREON WERE NOT ABSTRACTED FOR RIGHTS-OF-WAY, EASEMENTS, OWNERSHIP, OR OTHER INSTRUMENTS OF RECORD.
3. BEARINGS SHOWN HEREON ARE RELATIVE TO FLORIDA COORDINATE SYSTEM EAST ZONE, GRID NORTH, TRANSVERSE MERCATOR PROJECTION (STONER/KEITH RESURVEY AS RECORDED IN MISC. MAP BOOK 4, PAGE 21, OF THE PUBLIC RECORDS OF BROWARD COUNTY, FLORIDA).
4. THE "LAND DESCRIPTION" HEREON WAS PREPARED BY THE SURVEYOR.
5. INTERIOR IMPROVEMENTS ARE NOT SHOWN.
6. LIMITS OF LANDS SHOWN HEREON WERE DETERMINED BY ARCHAEOLOGICAL CONSULTANTS, INC., OF SARASOTA, FLORIDA.
7. ① DENOTES FOUND WOOD STAKE SET BY ARCHAEOLOGICAL CONSULTANTS, INC., OF SARASOTA, FLORIDA.

SPECIFIC PURPOSE SURVEY ARCHAEOLOGICAL SITE AT AMERIFIRST TRACT A PORTION OF NW ¼ - 26-49-40 BROWARD COUNTY FLORIDA	DATE 9-9-86 SCALE 1"=80' FIELD BK. [illegible] DWG. BY LAF CHK. BY GB	DATE / REVISIONS	Keith and Schnars, P.A. SHEET NO. 1 OF 2 SHEETS DRAWING NO. 11574 L-

Exhibit F
of Arena Site D.O.
Archeological Site

Page 1 of 2

Broward County, Florida
Environmental Protection and Growth Management Department
Planning and Development Management Division
Historic Preservation Program

Application for Designation – Historic / Architectural / Archaeological / Paleontological Resource Site

Individual Historic Resource

LAND DESCRIPTION:
A PORTION OF TRACT 12, OF "CHAMBERS LAND COMPANY'S SUBDIVISION", ACCORDING TO THE PLAT THEREOF, AS RECORDED IN PLAT BOOK 1, PAGE 5A OF THE PUBLIC RECORDS OF BROWARD COUNTY, FLORIDA, ALSO BEING A PORTION OF THE NORTHWEST QUARTER (NW 1/4) OF SECTION 26, TOWNSHIP 49 SOUTH, RANGE 40 EAST, BROWARD COUNTY, FLORIDA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT THE WEST ONE-QUARTER (W 1/4) CORNER OF SAID SECTION 26;

THENCE, NORTH 00° 11' 41" WEST, ALONG THE WEST LINE OF SAID SECTION 26 1468.08 FEET TO THE SOUTHEAST RIGHT-OF-WAY LINE OF THE SAWGRASS EXPRESSWAY, AS RECORDED IN OFFICIAL RECORDS BOOK 12407, PAGE 148 OF THE PUBLIC RECORDS OF BROWARD COUNTY, FLORIDA.

THENCE, NORTH 44° 03' 38" EAST, ALONG SAID SOUTHEAST RIGHT-OF-WAY LINE, 18.03 FEET;

THENCE, NORTH 29° 40' 14" EAST, CONTINUE ALONG SAID SOUTHEAST RIGHT-OF-WAY LINE, 616.40 FEET;

THENCE, SOUTH 66° 10' 28" EAST, 417.15 FEET TO THE POINT OF BEGINNING.

THENCE, NORTH 35° 30' 22" EAST, 58.26 FEET;

THENCE, NORTH 30° 06' 08" EAST, 55.49 FEET;

THENCE, SOUTH 85° 41' 29" EAST, 83.11 FEET;

THENCE, SOUTH 54° 22' 21" EAST, 92.50 FEET;

THENCE, SOUTH 07° 58' 53" EAST, 78.85 FEET;

THENCE, SOUTH 89° 19' 49" WEST, 63.57 FEET;

THENCE, SOUTH 45° 51' 18" WEST, 50.98 FEET;

THENCE, NORTH 72° 02' 56" WEST, 95.18 FEET;

THENCE, NORTH 38° 48' 55" WEST, 63.78 FEET TO THE POINT OF BEGINNING.

SAID LANDS LYING IN BROWARD COUNTY, FLORIDA, CONTAINING 26,887 SQUARE FEET, OR 0.6172 ACRE, MORE OR LESS.

AMERIFIRST/GOODMAN TRACT

CERTIFICATE:
WE HEREBY CERTIFY THAT THE ATTACHED SPECIFIC PURPOSE SURVEY OF THE HEREON DESCRIBED PROPERTY IS TRUE AND CORRECT TO THE BEST OF OUR KNOWLEDGE AND BELIEF AS SURVEYED IN THE FIELD UNDER OUR DIRECTION IN SEPTEMBER, 1986. WE FURTHER CERTIFY THAT THIS SPECIFIC PURPOSE SURVEY MEETS THE MINIMUM TECHNICAL STANDARDS SET FORTH IN RULE 21HH-6 ADOPTED BY THE FLORIDA BOARD OF LAND SURVEYORS, PUBSUANT TO FLORIDA STATUTES 472.027. THERE ARE NO ABOVE GROUND ENCROACHMENTS OTHER THAN THOSE SHOWN HEREON SUBJECT TO THE QUALIFICATIONS NOTED HEREON.

KEITH AND SCHNARS, P. A.
ENGINEERS, PLANNERS &
SURVEYORS
E. W P. Weber

BY: JON P. WEBER, PLS
FLORIDA REGISTRATION NO. 4323

SPECIFIC PURPOSE SURVEY ARCHAEOLOGICAL SITE AT AMERIFIRST TRACT A PORTION OF NW 1/4, 26-49-40 Broward County, Florida	DATE 9-9-86 SCALE N/A FIELD BK. N/A DWNG. BY LAK CHK. BY AB	DATE	REVISIONS	Keith and Schnars, P.A. SHEET NO. 2 OF 2 SHEET DRAWING NO. 11574L

Source: Existing Development Order
May 14, 1991

Exhibit F
of Arena Site D.O.
Archeological Site

EXHIBIT "I"

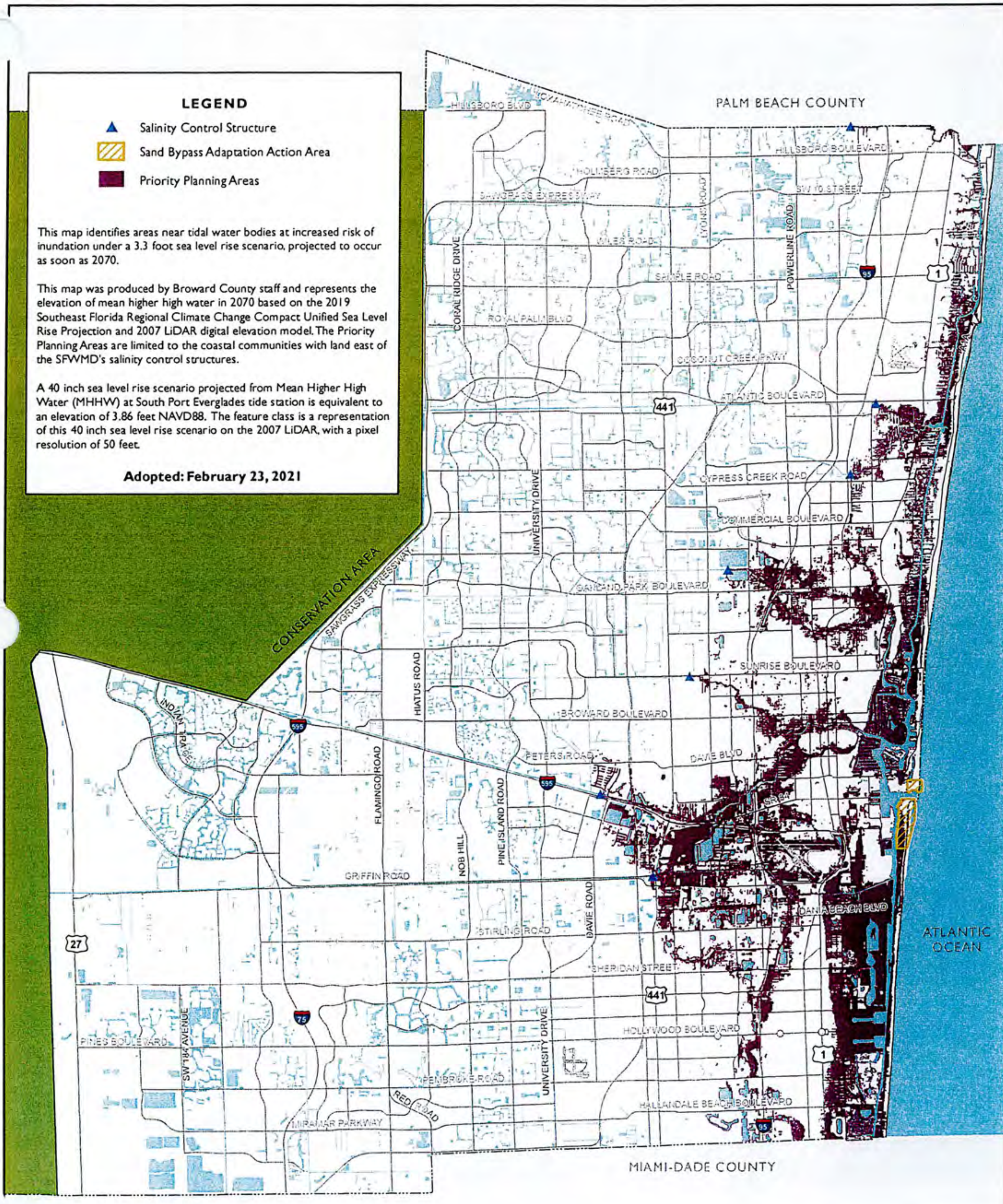
BROWARD COUNTY – PRIORITY PLANNING FOR SEA LEVEL RISE

BROWARD COUNTY LAND USE PLAN NATURAL RESOURCE MAP SERIES

Broward County Planning Council
BROWARDNEXT

Eastern Broward County: Priority Planning Areas for Sea Level Rise

BROWARD COUNTY FLORIDA



SOURCES

Broward County Environmental Planning and Community Resilience Division, Broward County Planning Council

This is a generalized map. This map should not be used to determine parcel boundaries or limits of depicted items. Please contact the Broward County Planning Council office at 954.357.6695 regarding questions pertaining to parcel boundaries or limits.

N

NOT TO SCALE

EXHIBIT "J"

EMAIL FROM
LINDA SUNDERLAND, PWS ENVIRONMENTAL PROGRAM
SUPERVISOR FOR BROWARD COUNTY'S
ENVIRONMENTAL ENGINEERING & PERMITTING DIVISION

Verruto, Michael

From: Sunderland, Linda
Sent: Tuesday, July 15, 2025 9:23 AM
To: Verruto, Michael
Cc: Banks, Lisa
Subject: RE: Request

Hi Michael,

I have no new information regarding this.

Linda

From: Verruto, Michael <MVERRUTO@broward.org>
Sent: Wednesday, July 9, 2025 3:06 PM
To: Sunderland, Linda <LSUNDERLAND@broward.org>
Cc: Banks, Lisa <LBanks@broward.org>
Subject: Request

Ms. Sunderland,

We are preparing to re-submit our Land Use Plan Amendment (LUPA) application to the City of Sunrise and they have requested that we get all correspondence included to date ether affirmed as being ok as submitted or updated to reflect any changed conditions.

I have attached a PDF of your 1/20/2021 email to Lary Mahoney regarding endangered or threatened species and the Broward Arena site (then BB&T Center and now AMERANT) that has been included as an Exhibit in our LUPA submissions to date.

Would you be so kind as to either affirm that the information contained in that 1/20/2021 email still stands as accurate, or if necessary, submit an update?

Thank you in advance for your assistance in this matter !

The work you do is so very critical and vital, and I for one appreciate it greatly; so thank you sincerely for all that you and your colleagues do, every day.

All the best,

Michael

BROWARD COUNTY FLORIDA

Michael S. Verruto
Assistant Director
Real Property and Real Estate Development
115 South Andrews Avenue, Room 501
Fort Lauderdale, FL 33301

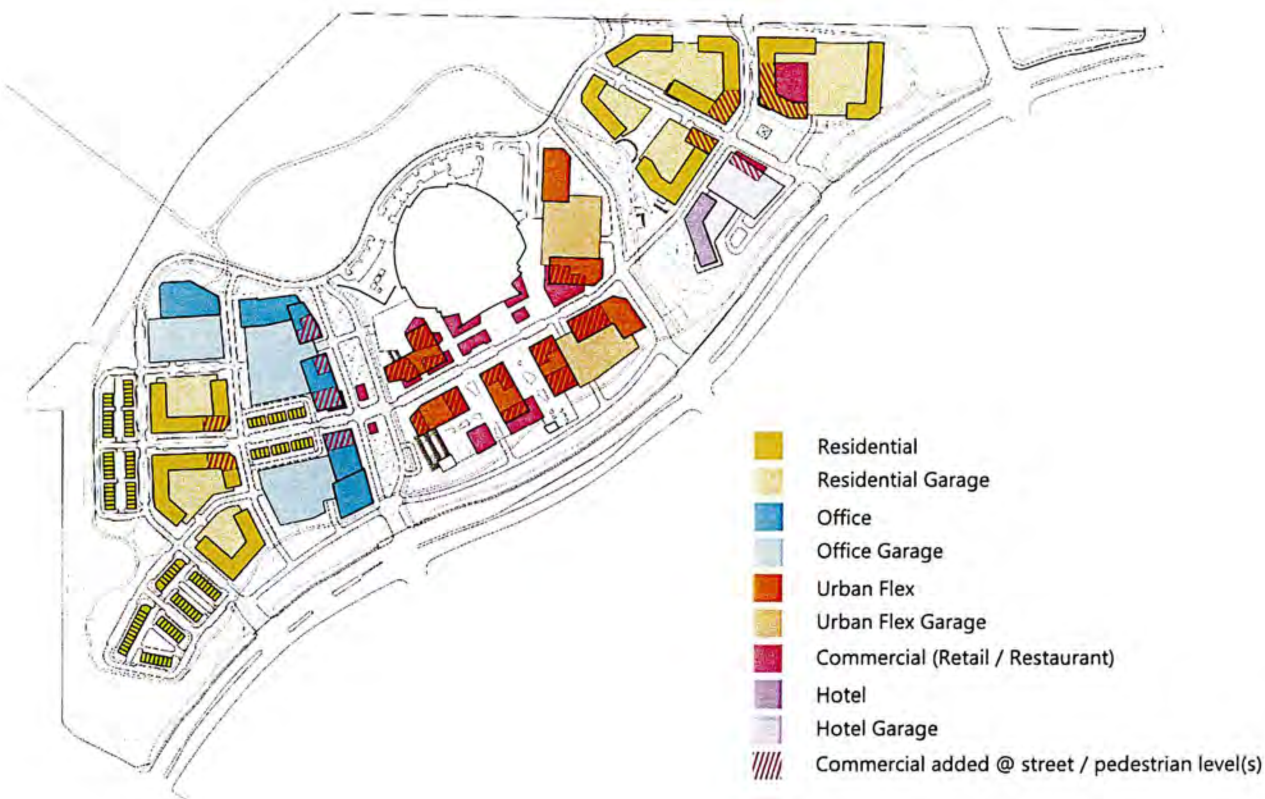
(954) 357-6828 Direct

Email: mverruto@broward.org

EXHIBIT "K"

CONCEPTUAL MASTER PLAN

CONCEPTUAL MASTER PLAN



Urban Flex is defined as a structure containing a "TBD" market driven Use mix that may be:

1. Only Residential, Office or Hotel - with Commercial on lower floor(s) in cross hatched areas or,
2. Both Residential and Office - with Commercial on lower floor(s) in cross hatched areas or,
3. Both Residential and Hotel - with Commercial on lower floor(s) in cross hatched areas or
4. Office and Hotel - with Commercial on lower floor(s) in cross hatched areas or,
5. Office, Hotel and Residential - with Commercial on lower floor(s) in cross hatched areas.
6. Urban Flex Garage dedicated to serve Urban Flex population + cross hatched area parking needs.

Note:

1. If the Hotel use should be located in an Urban Flex designated area, then the purple Hotel designated area may be converted to either Office use or Residential use.
2. **No matter the utilization of the Urban Flex use type, the density as stated in the Applicant Information shall not be increased.**

EXHIBIT "L"

PROPOSED DRAFT COMPREHENSIVE PLAN TEXT AMENDMENT

Proposed Draft - Broward County Arena Property Land Use Plan Amendment Text

Type:

Future Land Use Element (text)	Yes
Future Land Use Map:	Yes

Location Affected: 1 Panther Parkway

Applicant: Broward County

Description:

Broward County is proposing to amend the Future Land Use Maps to revise the land use designation of the approximate 139.8 acre site (154.03 gross acres) to **Transit Oriented Development** on the City of Sunrise's Land Use Plan, and to **Activity Center** on Broward County's Land Use Plan.

The proposed land use change would update the Future Land Use Maps to permit the following:

Existing Arena	867,000 sf
Commercial[5]	300,000 sf
Office (Including Educational)[5]	1,620,000 sf
Multifamily Residential [1]	1,400 units
Hotel [2]	600 rooms
Community/Cultural (Potential) [3]	250,000
Preserve, Wetland and Mitigation Area	18.8 acres minimum
Open Space / Public Plazas	1 acre minimum
Additional Green Open Space [4]	8 acres minimum

[1] *1,400 multi-family/townhouse dwelling units; minimum 15% deed-restricted, affordable housing.*

[2] *Includes up to 60,000 square feet of meeting/function space such as meeting rooms, board rooms, ballroom, and function support space.*

[3] *If built, this use would reduce Office Use (including Educational) allocation on a one (1) square foot to one square foot basis.*

[4] *Some of the area may be utilized as part of site drainage plan.*

[5] *The Office and Commercial intensities can be converted from Office to Commercial (or vice versa) based on equivalence of traffic impacts using the higher of PM peak hour trips pr daily traffic trips as calculated by the 11th Edition of the ITE Traffic Generation Manual. Conversion from Office to Commercial (or vice versa) shall be implemented administratively by the City and shall be reported annually to the Broward County Planning Council as part of the City's TOD monitoring obligation.*

APPENDIX I

AMENDMENT SITE
INCLUDING
SEALED SURVEY WITH WRITTEN LEGAL DESCRIPTION,
SCALED BOUNDARY SURVEY, SITES LOCATION, MAPS OF CURRENT AND PROPOSED CITY OF SUNRISE AND BROWARD COUNTY LAND USE DESIGNATIONS
and
GROSS AREA CALCULATIONS

The survey and maps of current and proposed City of Sunrise and Broward County Land use maps are separately attached to this document

GROSS AREA CALCULATIONS

Gross Area Calculations

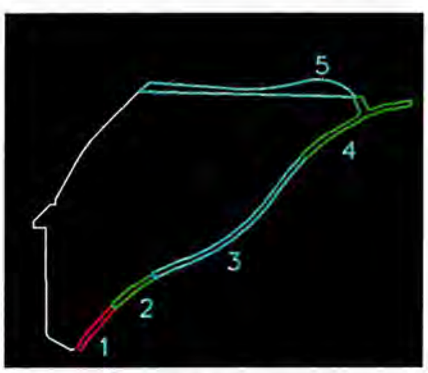
The actual property area per its legal description is 139.8 acres. To get the gross area used by the City of Sunrise, Frank Guiliano, with Broward County's Highway Construction and Engineering Services, has calculated the additional land area from the actual property boundary to:

1. To the center line of a portion of **NW** 136th Ave. This is along the portion of the Property which is noted in the current City of Sunrise Land Use Designation as Commercial. (The area noted as: 1);
2. To the center line of a portion of NW 136th Ave. This is along the portion of the Property which is noted in the current City of Sunrise Land Use Designation as Industrial. (The area noted as: 2);
3. To the center line of a portion of NW 136th Ave. This is along the portion of the Property which is noted in the current City of Sunrise Land Use Designation as Industrial. (The area noted as: 3);
4. To the center line of NW 136th Ave and all of Pat Salerno Drive (since the 88&T Center's Property is on both sides of the road). This is along the portion of the Property which is noted in the current City of Sunrise Land Use Designation as Industrial. (The area noted as: 4);
5. To the center line of Pat Salerno Drive. This is along the portion of the County's Property which is noted in the current City of Sunrise Land Use Designation as Industrial. (The area noted as: S);

From: Guiliano, Frank<FGUILIANO@broward.org>
Sent: Friday, November 13, 2020 3:38 PM
To: Mahoney, Lary<LMAHONEY@broward.org>
Cc: Augusto,Eric<EAGUSTO@broward.org>;Terrier,Brad<BTERRIER@broward.org>;Tornese,Richard<RTORNESE@broward.org>
Subject: RE: BB&T Center Property

Hi Lary,
Please see the areas and sketch below with the additional parcel as requested.
Thanks,
Frank

Parcel No.	Area		
1	40,239.00	sq. ft.	
2	41,688.88	sq. ft.	
3	150,053.20	sq. ft.	
4	114,715.32	sq. ft.	
5	273,185.87	sg. ft.	
	619,882.27	sq. ft.	(14.23 acres)



The gross area of the **BB&T** Center Property is a combination of 139.8 acres (actual acres within the property's metes and bounds) plus the 14.23 acres. This equals 154.03 gross acres.

BB&T Center Actual & Gross Area Land Use

Calculations For City of Sunrise Land Uses Designations

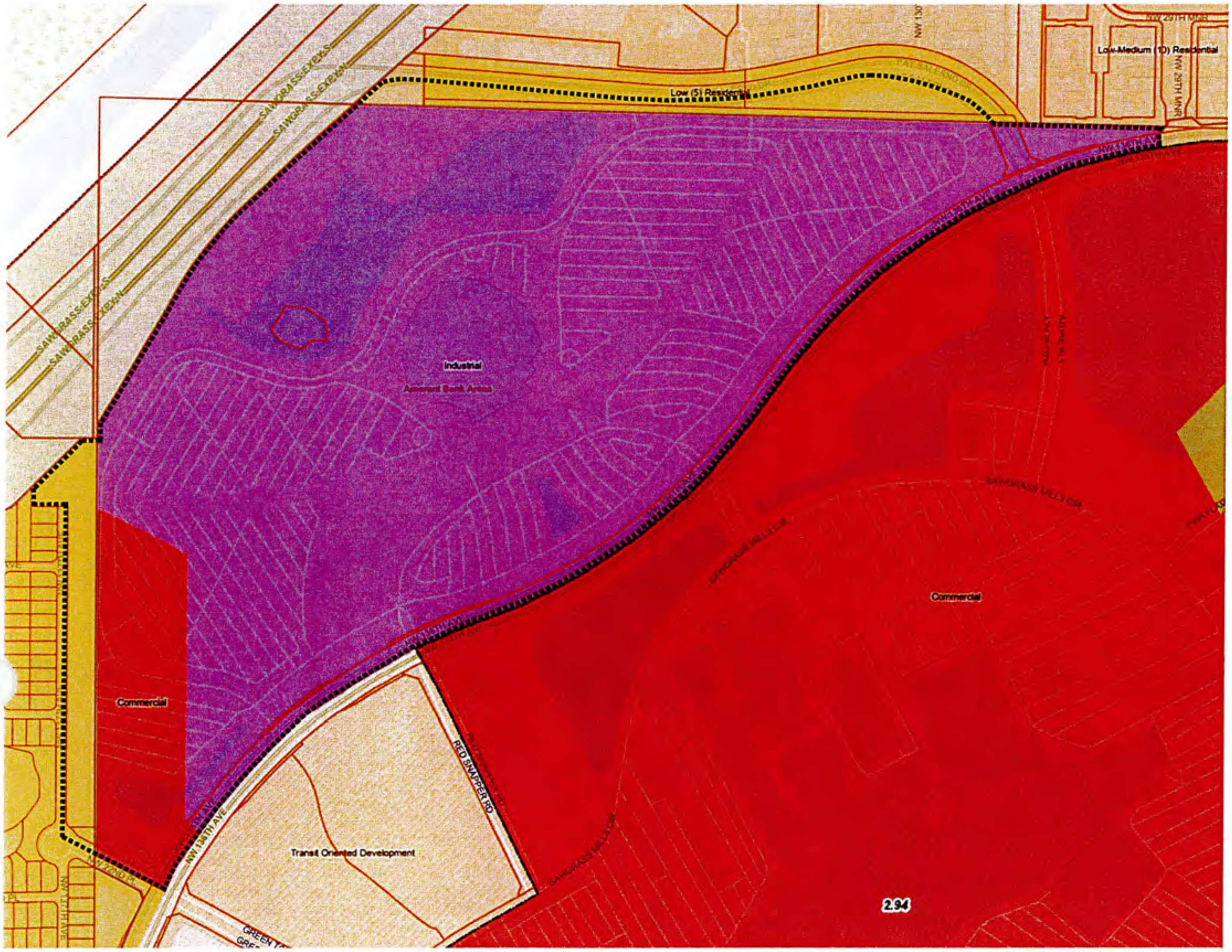
	Actual Sq. Ft.	Gross Sq.Ft Add	Total Gross Sq. Ft.
Low (5) Residential	206,795	247,187	453,982
Low Medium (10) Residential		25,999	25,999
Commercial	486,166	28,464	514,630
Industrial	5,396,622	318,232	5,714,854
total	6,089,583	619,882	6,709,465

Calculations For Broward County Land Uses Designations

	Actual Sq. Ft	Gross Sq. Ft Add	Total Gross Sq. Ft
Irregular Residential	206,795	0	206,795
Low (5) Residential	0	273,186	273,186
Commerce	5,882,788	346,696	6,229,484
total	6,089,583	619,882	6,709,465

Broward County, Florida
Existing Land Uses

	Plan Amendment Area	6,709,465 sf
	Low (5) Residential	273,186 sf
	Commerce	6,229,484 sf
	Irregular Residential	206,795 sf



City of Sunrise, Florida
Existing Land Uses

⬚	Plan Amendment Area	6,709,465 sf
	Low Medium (10) Residential	25,999 sf
	Low (5) Residential	435,982 sf
	Industrial	5,714,854 sf
	Commercial	514,630 sf

APPENDIX II

CITY OF SUNRISE COMPREHENSIVE PLAN

COMMERCE & INDUSTRIAL,
USES, FLOOR AREA RATIOS & HEIGHT RESTRICTIONS

City of Sunrise

COMPREHENSIVE PLAN

VOLUME 1

GOALS, OBJECTIVES, AND POLICIES (IMPLEMENTATION)

April 2018
EAR-BASED AMENDMENTS

Prepared by:
Keith & Schnars

Sunrise's existing and future residential population and economic activities.

OBJECTIVE 1.3

Protection of Residential Areas: Develop and implement land use controls which promote residential areas that are attractive, well maintained and protect the health, safety, and welfare of residential areas.

Policy 1.3.1 Provide, through the City of Sunrise Land Development Code (LDC), buffering requirements between residential and non-residential land uses.

Policy 1.3.2 Non-residential uses are restricted to those uses set forth in the Land Use Implementation Section.

Policy 1.3.3 Provide, through the City of Sunrise Land Development Code (LDC), proper design regulations for residential developments, to ensure that the required amount of open space is located to serve the future residents. The required open space will be achieved through proper landscape buffering between residential land uses and the following land uses: community facilities, multi-family residential, commercial, industrial and other land uses, as well as proper buffering from street rights-of-way and canals.

Policy 1.3.4 All new residential developments must receive site plan approval in accordance with the City of Sunrise Land Development Code (LDC).

Policy 1.3.5 Utilization of the "Flexibility Rules," as provided for in the BCLUP and the rules established within the "Administrative Rules Document" shall be subject to BCLUP Policy 2.10.1, as amended.

Policy 1.3.6 Regulate signs in order to promote community aesthetics and scenic beauty in the City and protect the health, safety and welfare of the City residents.

COMMERCIAL

GOAL 2

Provide for a varied and diverse mix of commercial opportunities to serve the residents of the City of Sunrise and the South Florida Region.

OBJECTIVE 2.1

Commercial Acreage: Ensure that the amount of land designated for commercial use on the City of Sunrise Future Land Use Map is sufficient to meet the needs of existing and future residents of the City and region.

Policy 2.1.1 Permitted uses in the Commercial land use category will be consistent with the Broward County Land Use Plan (BCLUP).

Policy 2.1.2 Permitted uses for the Commercial land use category are as set forth in Implementation Section of this Element.

Policy 2.1.3 The City of Sunrise shall continue to encourage integration of mixed land uses by utilizing innovative environmental protection regulations and zoning techniques such as planned Commercial/Office development with Residential, public schools and environmental areas where suitable.

Policy 2.1.4 Encourage new commercial developments to utilize innovative environmental techniques for filtering stormwater run-off above the Biscayne Aquifer.

OBJECTIVE 2.2

Commercial Intensity: Regulate the location, use, type and intensity of commercial acreage.

Policy 2.2.1 The City of Sunrise Land Development Code (LDC) further regulates the intensity of commercial use by the establishment of several commercial zoning districts and providing that some commercial uses be allowed by special exception only.

Policy 2.2.2 Commercial acreage may be increased or decreased without a land use plan amendment, per the rules established by the "Administrative Rules Document: Broward County Land Use Plan," Article 3, as amended.

Policy 2.2.3 The City of Sunrise Comprehensive Plan incorporates into the land use plan amendment review procedure the guidelines for review of Commercial amendments established in the "Administrative Rules Document: Broward County Land Use Plan."

Policy 2.2.4 All new commercial development must receive site plan approval in accordance with the City of Sunrise Land Development Code (LDC).

Policy 2.2.5 Regulate signs in order to promote community aesthetics and scenic beauty in the City and protect the health, safety and welfare of the City residents.

Policy 2.2.6 To allow both the public and private sectors to respond to changing conditions and permit the appropriate location of neighborhood commercial uses within or adjacent to established residential neighborhoods, the City of Sunrise Land Use Plan shall permit up to five percent (5%) of the area designated residential within a local government to be used for neighborhood commercial uses as identified and in accordance with this Plan and the rules established within the "Administrative Rules Document: Broward County Land Use Plan."

Policy 2.2.7 The City of Sunrise may decrease by twenty percent (20%) the lands designated "Commerce" on the Broward County Land Use Plan Map for residential use in accordance with the rules established within the "Administrative Rules Document: Broward County Land Use Plan" and the Chapter 163, Florida Statutes plan adoption and amendment process.

OFFICE PARK

GOAL 3

Provide for a varied and diverse mix of office opportunities to serve the residents of the City of Sunrise.

OBJECTIVE 3.1

Office Park Intensity: Regulate the location, use, type and intensity of office park acreage.

Policy 3.1.1 Permitted uses in the Office Park category will be consistent with the BCLUP.

Policy 3.1.2 Permitted uses for the Office Park land use category are as set forth in Implementation Section of this Element.

Policy 3.1.3 All new office development must receive site plan approval in accordance with the City of Sunrise Land Development Code (LDC).

Policy 3.1.4 Regulate signs in order to promote community aesthetics and scenic beauty in the City and protect the health, safety and welfare of the City residents.

COMMERCIAL RECREATION

GOAL 4

Provide commercial recreation opportunities to serve the residents of the City of Sunrise.

OBJECTIVE 4.1

Commercial Recreation: Maintain a commercial recreation category on the Sunrise Future Land Use Map to accommodate major public and private resort type activities.

Policy 4.1.1 Permitted uses in the Commercial Recreation land use category will be consistent with the Broward County Land Use Plan (BCLUP).

Policy 4.1.2 Permitted uses for Commercial Recreation areas are as set forth in Implementation Section of this Element.

Policy 4.1.3 All commercial recreation must receive site plan in accordance with the City of Sunrise Land Development Code (LDC).

Policy 4.1.4 Regulate signs in order to promote community aesthetics and scenic beauty in the City and protect the health, safety and welfare of the City residents.

INDUSTRIAL

GOAL 5

Provide areas acceptable for industrial uses in order to achieve a diverse economic base for the City of Sunrise.

OBJECTIVE 5.1

Industrial Acreage: Ensure that the amount of land designated for industrial use on the City of Sunrise Future Land Use Map provides additional opportunities to meet the needs of existing and future residents of the City and region.

Policy 5.1.1 Permitted uses in the Industrial land use category will be consistent with the Broward County Land Use Plan (BCLUP).

Policy 5.1.2 Permitted uses for Industrial areas are as set forth in Implementation Section of this Element.

OBJECTIVE 5.2

Industrial Intensity: Regulate the location, use, type and intensity of industrial acreage.

Policy 5.2.1 Future industrial land use shall be located with access to major transportation facilities.

Policy 5.2.2 The City of Sunrise Land Development Code (LDC) regulates the use and intensity of industrial developments and addresses the potentially adverse impacts, including noise, vibration, air pollution, glare, heat, solid wastes, hazardous wastes, fire and explosion by providing for certain prohibited uses and those uses allowed by special exception only.

Policy 5.2.3 All new industrial developments must receive site plan approval in accordance with the City of Sunrise Land Development Code (LDC).

Policy 5.2.4 Non-industrial uses in Industrial areas are limited to those uses established in Implementation Section of this Element.

Policy 5.2.5 Regulate signs in order to promote community aesthetics and scenic beauty in the City and protect the health, safety and welfare of the City residents.

RECREATION AND OPEN SPACE

GOAL 6

Provide for the recreation and open space uses as identified in the Recreation and Open Space Element.

OBJECTIVE 6.1

Recreation and Open Space: Maintain level of service standards for recreation and open space areas.

Policy 6.1.1 Provide at a minimum three (3) acres of parks for every 1,000 existing and projected residents. The acreage that may be used to meet this requirement is listed in the "Community and Regional Parks" subsection of the Plan Implementation Requirements section of the BCLUP.

Policy 6.1.2 Designate Recreation and Open Space acreage on the Sunrise Future Land Use Map for parks and recreation uses.

Policy 6.1.3 Permitted uses in the Recreation and Open Space category will be consistent with the Broward County Land Use Plan (BCLUP).

Policy 6.1.4 Permitted uses for Recreation and Open Space areas are as set forth in Implementation Section of this Element.

Policy 6.1.5 Explore the possibility of acquiring/receiving donations for open space to improve the City of Sunrise's level of service (LOS).

COMMUNITY FACILITIES

GOAL 7

Provide for opportunities to serve the current and future needs of the City of Sunrise population and economy.

OBJECTIVE 7.1

Community Facilities: Maintain a Community Facilities land use category.

3. The certified Sunrise Future Land Use Map may be more restrictive than the Broward County Land Use Plan Map (Series), therefore, available Flexibility Units may be utilized by the City to rearrange residential densities.

4. The City of Sunrise has been established as a "Unified Flexibility Zone."

5. The application of Flexibility and Redevelopment Units shall be in accordance with the Broward County Planning Council "Administrative Rules Document."

B. COMMERCIAL

Commercial areas designated on the Sunrise Future Land Use Map provide land area for business, office, retail, service and other commercial enterprises.

Uses permitted in areas designated Commercial are as follows:

1. Retail uses.

2. Office and business uses.

3. Hotels, motels and similar lodging.

4. Recreation and open space, cemeteries, and commercial recreation uses.

5. Community facilities and utilities, excluding landfills.

6. Special Residential Facility Category (2) and (3).

7. Residential uses are permitted, without the need to amend the City of Sunrise Future Land Use Plan map, provided that the City of Sunrise applies Flexibility and Redevelopment Units to the parcel pursuant to Policies 2.10.1 and 2.35.1 of the Broward County Land Use Plan (BCLUP) and the "Administrative Rules Document" Article 3.

8. Transportation and communications facilities.

9. Breweries.

Floor Area Ratio (FAR)

The maximum floor area ratio of proposed development upon lands designated as Commercial shall not exceed the following:

Height of Building	Maximum FAR

One Story	0.35
Two Story	0.50
Three Story	0.65
Four Story	0.80
Greater than four stories (maximum 20 stories)	1.00
Western Sunrise Area Only: Greater than four stories (maximum 20 stories)	2.00

Note: For proposed mixed use developments combining two or more of the following use types, hotel, retail commercial uses or offices, in any combination, the maximum permitted Floor Area Ratio (FAR) may be increased to 1.5, an increased to 3.0 within the Western Sunrise Area only, subject to the granting of a Special Exception by the City Commission.

C. OFFICE PARK

Office Park areas are designated on the City of Sunrise Future Land Use Map to encourage the location of planned office complexes and corporate headquarters. Office Park areas should ensure a campus-like atmosphere with substantial buildings and ample open space. Employee services such as shopping and eating establishments should be allowed, but should be limited to areas within buildings primarily devoted to office use.

Uses permitted in areas designated Office Park are as follows:

1. Offices for uses such as administrative, professional and business purposes.
2. Banking and financial institutions.
3. Educational, scientific and industrial research facilities, research laboratories, and medical or dental laboratories.
4. Restaurants and personal services, which are accessory to the primary office uses.
5. Community facilities.
6. Special Residential Facility Category (2) and (3) as defined in the Broward County Land Use Plan and subject to the provisions of the City of Sunrise Land Development Code (LDC).
7. Utilities excluding sanitary landfills.
8. Communication facilities.
9. Recreation and open space uses.

4. Other active and passive recreation uses.

E. INDUSTRIAL

The purpose of reserving land for industrial uses is to provide opportunity for the retention and expansion of the City of Sunrise's economic base activities. Although other uses are permitted in areas designated Industrial on the City of Sunrise Future Land Use Plan map, at least 80 percent (80%) of such land area must be devoted to Industrial use, such as manufacturing, warehouse distribution, research and development, or other substantial employment based activities.

Uses permitted in areas designated Industrial are as follows:

1. Light and heavy industrial uses.

2. New automobile sales and service dealerships. The sale of trucks with not more than two axles and the sales used automobiles is allowed as an ancillary use to the new automobile dealership.

3. Newspaper, magazine, and printing plants; bakeries, carpentry, cabinet shops and their trade shops; motion picture studios; ice house; and propane gas sales andrepair.

4. Education, scientific and industrial research facilities, research laboratories, and medical or dental laboratories.

5. Office uses.

6. Transportation and communication facilities.

7. Recreation and open space as long as the location of these uses does not preclude or adversely affect the future use of surrounding areas for industry.

8. Community facilities and utilities as long as the location of these does not preclude or adversely affect the future use of surrounding areas for industry.

9. Wholesale uses.

Floor Area Ratio (FAR)

The maximum floor area ratio of proposed development upon lands designated as industrial shall not exceed the following:

Height of Building	Maximum FAR
One Story	0.35
Two Story	0.50
Three Story	0.65

Four Story	0.80
Greater than four stories (maximum 20 stories)	1.00
Western Sunrise Area Only: Greater than four stories (maximum 20 stories)	2.00

Note: For proposed mixed use developments combining two or more of the following use types, hotel, retail commercial uses or offices, in any combination, the maximum permitted Floor Area Ratio (FAR) may be increased to 1.5, an increased to 3.0 within the Western Sunrise Area only, subject to the granting of a Special Exception by the City Commission.

The following uses may also be permitted in the City of Sunrise Future Land Use Plan as long as the total area of these uses does not consume more than 20 percent (20%) of the industrial land designated on the City Future Land Use Map within the City, and as long as the location of these uses do not preclude or adversely affect the future use of surrounding areas for industrial uses:

1. Limited commercial and retail business uses.
2. Hotel.

The City will examine each application for a development permit for these uses to ensure that the 20 percent (20%) maximum is not exceeded.

F. RECREATION AND OPEN SPACE

The primary intent of the Recreation and Open Space category is to accommodate the uses identified within the Recreation and Open Space Element as needed to serve public recreation needs. In general, land uses within this category are low intensity in character with a minimum of impervious surface coverage and retain as much natural vegetation and landscape as possible.

The uses permitted in areas designated Recreation and Open Space may be developed or operated by government, or a combination of government and private enterprise as determined appropriate by the City.

Uses permitted in areas designated Recreation and Open Space are as follows:

1. Passive recreational uses such as parks, nature centers and trails, scenic areas, wildlife sanctuaries and feeding stations, aquatic preserves, and picnic areas.
2. Golf courses which are intended to remain as permanent open space.
3. Camping grounds and facilities.

APPENDIX III

HOUSING BROWARD: 10-YEAR AFFORDABLE HOUSING MASTER PLAN: MARCH 2024", PREPARED BY FLORIDA INTERNATIONAL UNIVERSITY, JORGE M. PEREZ METROPOLITAN CENTER, and ACCEPTED BY THE BROWARD COUNTY BOARD OF COUNTY COMMISSIONERS ON MARCH 7, 2024 (INCLUDING THE CITY OF SUNRISE, FLORIDA)

Broward County Florida

The Coordinating Council of Broward

HOUSING BROWARD:

10-Year Affordable Housing Master Plan

Leading the Challenge, Sharing the Burden

FIU

Jorge M. Pérez Metropolitan Center
Steven J. Green School of International & Public Affairs

Credits and Acknowledgements

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The Jorge M. Pérez Metropolitan Center

The Florida International University Jorge M. Pérez Metropolitan Center is an applied research institute that provides solutions to public, private, and non-profit organizations in South Florida. Our core areas are: Economic and Housing Market Analyses and Survey and Opinion Research. The Jorge M Pérez Metropolitan Center is a part of the Steven J. Green School of International and Public Affairs.

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Executive Summary

Housing Broward: 10-Year Affordable Housing Master Plan (hereinafter referred to as the "Master Plan") provides a critical policy framework for addressing Broward County's housing affordability crisis. The Master Plan's theme, "leading the challenge and sharing the burden" is intended to highlight the urgency of the affordable housing crisis and to sound a "call for action" to all 31 municipalities, leading industry sectors, lenders, and institutions to play key roles in addressing Broward's affordable housing needs now and for the foreseeable future. Broward County's affordable housing state of urgency must be grounded on the following understandings:

1. Each municipality has a "resident workforce" composed of working families and households whose mobility, opportunities, and quality of life are integral to the economic strength and character of each community;
2. Existing federal and state housing programs are, alone, insufficient in addressing the housing affordability needs of each municipality;
3. An effective and sustainable response to worker housing needs requires policies developed and implemented at the municipal and county levels of government;
4. There is a lack of coordination and integration in the administration of federal and state housing programs and important government layers that control or influence the delivery of affordable housing, including land use, zoning, and permitting;
5. Local affordable housing policies and programs must be performance-driven.

The Master Plan builds on the *2022 Broward County Affordable Housing Needs Assessment* that captured the dynamics of a worsening affordable housing crisis in Broward County that became more pervasive following the COVID pandemic. The Needs Assessment measured the level of affordable housing demand and distress in the county, including all 31 municipalities, and provided an understanding of how critical housing affordability is to the economic well-being and quality of life of Broward County's residents, businesses, and institutions.

Since the completion and rollout of the Needs Assessment, Broward County's affordable housing crisis has worsened. Home prices and rents have continued to increase while affordable housing production has not kept pace with growing demand. Most of Broward's municipalities experienced 60+ percent increases in median and average sale prices from 2020-2023 and current average rents have soared creating large monthly affordability gaps for renter households which has further widened rental housing demand/supply gaps in most municipalities.

The scope and scale of Broward County's housing affordability crisis is unprecedented. Further, the dynamics driving housing affordability in Broward County have been moving in the wrong direction and contrary to a sustainable housing market and economic well-being. Housing prices and rents have increased extraordinarily faster than wages in an economy with slow higher-wage job creation and a housing market where rapid appreciation permanently removes more units each year and produces far too little.

To address the magnitude of Broward County's housing affordability crisis, the Master Plan provides the bold and innovative short- and long-term policy and program strategies that are necessary. The Master Plan focuses on three primary areas, 1) project funding, 2) densification, and 3) program and regulatory options and incentives.

Project Funding

Broward County is well-positioned to advance bold and innovative projects and program funding strategies. Since 2018, Broward County has awarded $1.02 billion in funding for affordable housing projects. Further, Broward County is home to 15 Entitlement Communities. These communities comprise 83 percent of the county's population. In Fiscal Year 2023, the 15 Entitlement Communities (including Broward County) received $37,357,949 in funding, excluding administration costs.

One of the Master Plan's funding strategies is to expand the annual allocation of expiring Tax Increment Financing (TIF) funds from the current 50 percent allocation to 100 percent. This allocation would increase the prior 30-year unit production estimate from 18,819 affordable housing units to 35,915 affordable housing units. The Master Plan also proposes a "Municipal Expired TIF Share for Affordable Housing" policy that would commit to using 50 percent of the local share of expired TIF funds for a 30-year horizon with a total value of $30M providing an estimated 18,000 housing units.

The Master Plan's second funding strategy is the creation of a countywide "Affordable Housing Innovation Fund" that will be locally controlled, managed, and capitalized. The creation and management of the Fund will provide the opportunity for formation of the type of private-public partnership that will be needed to implement this funding strategy successfully. There are examples of successful housing development funds and private-public partnerships across the country involving financial institutions, foundations, trusts, government agencies, community organizations, and individual investors.

Having this fund in place will help address the multiple gaps in affordable housing financing. Financing affordable housing projects is getting tougher relative to cost and typically require multiple sources to make a deal work. The goal of the Master Plan is to create a $100 million "layered" fund combining multiple sources of capital from across different sectors into a single revolving loan fund for private and nonprofit affordable housing developers. The Fund will provide a range of financial products including property acquisition and pre- development loans and down payment assistance.

Lastly, the Master Plan recommends that all 31 of Broward municipalities establish their own "Affordable Housing Trust Fund" or elect to provide funding to the Broward County Affordable Housing Trust Fund. to dedicate the use of public and private dollars to affordable housing program activities in keeping with the housing needs of their own residents and workers. For entitlement communities, a Municipal Affordable Housing Trust Fund can help supplement and leverage existing federal and state housing program resources. For smaller, non- entitlement communities, a Municipal Affordable Housing Trust Fund can provide a dedicated source for private, philanthropic, and annual government contributions.

Densification Strategies

Given the severity of Broward County's affordable housing crisis, bold land use and zoning incentives are in order. Targeting and maximizing housing density bonuses in key locations can have a profound effect in connecting Broward County's workers and all residents to jobs, public transit, and livable communities. Density bonuses used in combination with a larger package of financial and regulatory incentives can be very effective in making housing development more affordable and economically feasible.
The Master Plan recommends significant increases in density bonuses for affordable housing based on a "tiered system" that prioritizes access to public transit and job centers creating a structure that makes affordable housing for low to moderate income households more attainable.

To take advantage of the proposed countywide Densification Strategy, it will be incumbent on local jurisdictions to provide flexibility and the necessary modifications to their zoning regulations to use the Master Plan's density strategies in guiding future development along commercial corridors, activity centers, and downtowns. Given the finite supply of land in Broward and recent State legislation this will be imperative, not only to preserve and increase the future supply of affordable housing but also to ensure smart and efficient growth that meets community standards.

The Master Plan recommends that all 31 municipalities in Broward should have land use and zoning regulations in place with appropriate densities for both multi- family and mixed-use development. Both multi-family and mixed- use zoning should provide a range of densities based on location and function.

Program and Regulatory Strategies

The Master Plan recommends a range of program and regulatory strategies that can be used countywide and by each individual municipality including:

<u>Employer Assisted Housing</u>

Employer Assisted Housing (EAH) programs across the country have proven effective in helping attract and retain workers and enhancing the economic stability of communities. EAH programs can help create a more stable workforce when employees live near their place of work and result in less turnover and reduced recruitment resulting in bottom line savings. Given the wide needs of Broward County's workers, a range of EAH programs is recommended. EAH programs can help employees with the down payment on a home in the form of a forgivable loan and provide additional forms of closing assistance.

<u>Accessory Dwelling Units</u>

Accessory dwelling units (ADUs) are smaller, independent residential dwelling units located on the same lot as a detached single-family home. ADUs go by many different names throughout the U.S., including accessory apartments, secondary suites, and granny flats.

ADUs have become a focus of counties and municipalities in the search for solutions to the national affordable housing crisis. As the need for affordable housing has risen exponentially over the last several years, ADUs have become increasingly popular structure type that can help address the affordable housing needs of both owners and renters and accommodate a range of household types including young families, seniors, empty nesters, and students. In Florida, permitting accessory residential units in residentially zoned areas is allowable under Florida Statutes. However, ADUs are not permitted in most residentially zoned areas in the State of Florida. Recently, many local governments, including St. Petersburg and Tampa, are amending or reviewing existing regulations on building ADUs to provide this housing type on a broader basis.

The Master Plan recommends that Broward County's municipalities allow ADUs by right in all single-family districts as an accessory use. A Broward County Model ADU Ordinance should also provide incentives to low-to moderate-income homeowners and senior homeowners on fixed-income to construct ADUs on their property.

Missing Middle Housing
Missing middle housing is defined by planners as "house-scale buildings with multiple units in walkable neighborhoods." The varieties of missing middle housing include duplexes, triplexes, and fourplexes, courtyard apartments, bungalow courts, townhouses, multiplexes, and live/work units.

The planning intent of establishing missing middle housing is to provide a residential structure type that fits seamlessly into existing residential neighborhoods and support walkability, neighborhood serving retail, and public transportation options. They can provide a viable solution along a spectrum of options to address the current mismatch between the availability of affordable housing and shifting demographics combined with the growing demand for walkability.

The Master Plan recommends that all 31 Broward municipalities amend their zoning to include language that allows for the development of missing middle housing in appropriate locations within their corporate limits. In addition, all 15 entitlement communities should create programs that incentivize missing middle housing development for both owners and renters.

Multi-Tenant Housing Units
Multi-tenant housing units (MTHUs), also called efficiency apartments or residential studio units, provide a low-cost housing option for single-person households. As Broward County continues to face significant affordable housing challenges, MTHU housing presents an opportunity to increase the supply of dignified housing affordable to people at the lowest income levels, which is currently the largest gap in the County's housing market. MTHUs presents an opportunity to provide a missing product in the affordable housing continuum – independent, stable, and dignified housing that is affordable to people with income below 50 percent of the area median, ideally without the need for additional rental subsidies.

The Master Plan recommends that all 31 municipalities amend their zoning regulations to encourage MTHU development in appropriate locations. MTHU projects need to be near commercial nodes, stores, and resources utilized by the target renters, including but not limited to locations that have high- frequency transit access. The best sites for MTHUs share the same concepts and best practices in transit-oriented design, livable and walkable communities, and place-based strategies.

Performance Metrics

A common refrain by municipal officials throughout the Master Plan's community engagement process "tell us what to do." The Master Plan delivers on that request by providing a range of policy and program strategies that can be enacted and implemented by each municipality to respond to the theme of the Master Plan - "leading the challenge and sharing the burden."

The Master Plan's Housing Affordability Performance Metric Model was established to assist Broward County municipalities in measuring their progress in implementing their "share" of affordable housing development over the 10-year period of the master plan.

The model will include a dashboard for tracking, analyzing, and displaying data to determine the overall performance of each municipality's progress in addressing its affordable housing needs. The dashboard will also enable each municipality to track their own progress relative to other municipalities in Broward County.

Chapter I – Introduction

A. Overview

Housing Broward: 10-Year Affordable Housing Master Plan (hereinafter referred to as the "Master Plan"), the first countywide affordable housing master plan in the State of Florida, is the product of a 12-month community engagement process including over 60 meetings with local government officials, business leaders, community leaders, and nonprofit organizations. The plan was spearheaded by Broward County officials, The Coordinating Council of Broward, and the Jorge M. Pérez Metropolitan Center at Florida International University. The plan's theme, "leading the challenge and sharing the burden" is intended to highlight the urgency of Broward's affordable housing crisis and to sound a "call for action" to all 31 municipalities, leading industry sectors, lenders, and institutions to play key roles in addressing Broward's affordable housing needs now and for the foreseeable future.

The Master Plan helps align resources and facilitate community partnerships around a single, strategic vision to ensure that there exists an adequate affordable housing supply throughout the county. The plan identifies funding sources, zoning options, regulatory support, and other creative approaches that Broward County and each municipality can utilize to achieve the objective to substantially address the County's existing affordable housing demand and supply gap of 147,042 housing units.

The Master Plan is structured around guiding housing affordability principles that evolved throughout a one-year community engagement process where a large cross-section of stakeholders helped to inform and shape the direction of the plan. The clear consensus among community stakeholders is that the scope and scale of Broward County's affordable housing needs are substantial and affect a broad spectrum of economic, social, and quality of life issues. Based on this acknowledgement and input from community stakeholders, the following guiding principles were formulated:

- Provide clear direction to all 31 municipalities, employers, lenders, and institutions on their specific roles and contributions in addressing Broward County's housing needs;
- Provide policy solutions at scale with Broward County's unprecedented affordable housing need – delivering wide-scale production, innovation, speed, and flexibility;

- Ensure affordable housing production is connected to economic, transportation, land use, infrastructure, and environmental planning and investment throughout Broward County; and
- Include accountability measures for all municipalities in meeting the Master Plan's policy implementation strategies.

To address Broward County's expanding housing crisis, the Master Plan provides a coordinated and integrated approach that connects housing affordability with other critical planning and policy topics including economic development, land use and zoning, transportation, infrastructure, and climate change. The success of the Master Plan will be dependent on how responsive local decision makers and community stakeholders are in supporting and implementing this approach by taking the necessary actions and providing the resources to jump-start the plan and ensure the plan's long-term support and viability.

Attaining the goal of providing an adequate supply of affordable housing will be a significant challenge, which is complicated by the fact that for more than a decade local increases in housing costs have far outstripped household income growth. This impacts a wide range of Broward County's service sector workers who comprise the majority of the County's and each municipality's employment base including healthcare attendants, childcare providers, nurses, retail salespersons, cashiers, bus drivers, cooks, security officers, and lawn maintenance workers. Broward County's housing costs have also created significant distress on our most vulnerable populations including seniors on fixed income, persons with disabilities, and the homeless and near homeless populations. Further, hours spent "in transit" reduce more productive use of time, including time at home with family or in activities which benefit the community. When first responders and those on whom the local government or school system depend on to provide critical services have limited affordable housing choice, the negative implications for the community are amplified.

The analytic findings from the *2022 Broward County Affordable Housing Needs Assessment* provided the sense of urgency needed to support the Master Plan's future affordable housing policies and strategies. Significantly, the affordable housing crisis level continues unabated into 2024 with little relief in the housing market expected. As a result, Broward County's economic competitiveness, resilience, and quality of life are at risk requiring local governments, businesses, and institutions to vigorously intervene.

B. Affordable Housing and Economic Resilience

Affordable housing is a potent tool for improving the performance of the County's economy, driving employment growth, productivity, wages, business development, and retaining high-skilled, educated workers. The availability of a range of affordable housing options is one of the most important economic development issues facing Broward County's municipalities. The high rate of resident turnover, the loss of professionals, skilled workers, and key wage earners at or below the median income will have damaging local economic effects. Providing housing for a mix of income groups that retains and attracts workers across the income and skill spectrum is a key to building a more resilient and self-sustaining economy that is less susceptible to national and regional economic cyclical downturns.

While the lack of affordable housing is particularly crippling to Broward County's service sector workers, housing affordability is also a major concern for young adult workers in professional and cultural occupations such as computer systems, graphic design, the life sciences, education, and the arts. In short, failure to significantly address the County's housing affordability issues will stymie the region's attempts to build new, higher income, higher skilled industries, occupations, employment, and investment. For younger workers and college graduates just entering the workforce, high housing costs creates a difficult decision as to whether to stay in Broward County at all given that wages are lower and housing costs higher than many other counties in Florida and the Southeastern United States. High relative housing costs and tightening first-time home ownership opportunities can hamper talent retention posing a threat to economic sustainability and long-term prospects for advanced countywide economic development. If the pattern continues, out-migration of key segments of the workforce will become an accelerating reality.

A spectrum of housing choice and opportunity also helps maintain a steady stream of new small businesses, entrepreneurs, and jobs required to sustain a healthy local economy. Most communities are reliant on the growth and development of small businesses for new job creation. Creating new opportunities for better paying jobs and higher household incomes is also the key to solving a community's long-term affordable housing issues. Affordable housing, when paired with traditional economic development and business development incentives, becomes an especially potent new business creation incentive package.

Housing affordability also promotes inclusive economic growth where families at the bottom and middle share in expanding economic opportunity. In fact, it is doubtful that Broward County can create significant upward economic mobility without the wealth and asset building effects of affordable home ownership. The cumulative economic impacts of greater, more widespread housing affordability would be a major boost to achieving the Broward County's goals to become a more diversified, higher income economy, and go a long way to improving family income and wealth accumulation for those at the middle and bottom of the income ladder.

Lastly, housing markets with higher proportions of affordable housing and lower rates of cost burdened households typically have more stable housing demand cycles, which means more stable construction and related industry employment, including specialty trade contractors and employment in the finance, insurance, and real estate sectors. Sustaining a more stable housing market has deep impacts on local employment rates, wage growth, income, and countywide productivity. As Broward County experienced in the last two economic shocks, the loss of these jobs can have devastating economy-wide consequences.

C. Affordable Housing, Transportation, and Land Use

The connection between affordable housing and transportation and land use is fundamental to sound urban planning and smart growth principles as is the jobs-housing balance. Broward County's and each municipality's ability to maintain an appropriate jobs-housing balance is incumbent upon enabling workers to live affordably near their places of employment. This is critical to attracting a variety of businesses to locate within a community and to positively influence decisions by employers to continue local operations because they can recruit and retain workers within a reasonable commuting distance. Broward County, and especially the western suburbs, have negative worker inflow/outflow commute patterns with excessively high housing and transportation (H&T) costs indices.

Transit is critical for connecting workers to economic opportunities, but the benefits of transit are not fully realized when its stops are not located close to a high concentration of housing. Land use policies that allow an adequate supply of housing near transit-served areas will increase ridership and allow more people to access jobs and amenities.

The 2021 Infrastructure Investment and Jobs Act (IIJA) provided multibillion dollar programs to states and localities to fund transportation, water, energy, broadband, housing, and community development infrastructure, and are allocated to states and localities. The (IIJA) includes new language about the coordination of housing and transportation planning at the metropolitan planning organization (MPO) level. The IIJA provides new opportunities to encourage approaches that link housing and transportation by requiring an alignment with housing and investments in transportation infrastructure. This requires integrated thinking and thoughtful actions by the Broward County Metropolitan Planning Organization (MPO) and Broward County Transit (BCT) who make the decisions about which investments to prioritize. The Broward County MPO, as part of their "2050 Metropolitan Transportation Plan" are already aligning housing and transportation planning to improve connectivity between where people live and available transit options. Increasing multimodal access to Broward County's activity centers will be key to improving accessibility and housing equity.


The Horizon of Oakland Park final rendering of TOD mixed-use project. Rendering courtesy of City of Oakland Park.

Cities around the country are embracing "equitable" transit-oriented development, or eTOD, along their transit corridors through mixed-income, mixed-use, dense development that serves households with a range of incomes. For any transit project to succeed, it needs ridership. Broward County residents will take transit to work and play and lower-income residents are the highest users of public transit.

Rail and bus service can play an important role in expanding opportunities for workers by reducing overall costs of living but only if people have nearby access to the services. When housing is integrated with public transportation through eTOD, workers and residents of all ages can gain access to vibrant, mixed-use, and walkable transit-oriented communities (TOC) that are more affordable and offer a high quality of life. Further, hours spent "in transit" reduce more productive use of time, including time at home with family or in activities which benefit the community.

eTOD Conceptual Design; Source Center for Neighborhood Technology

The successful implementation of affordable housing-transit projects is dependent on innovative land use and zoning that provide for mixed-use at appreciably higher housing densities than currently exist in most locations along Broward County's transit corridors. Denser residential development coupled with more job focused TOCs are key to placing more workers closer to transit while allowing multi-purpose trips to and from the primary transit ride. Public transportation can help foster partnerships in communities that support the development of affordable housing around transit. IIJA funds can be leveraged to support projects that maximize access to transit and promote the joint development of housing. This can be accomplished through land use and zoning reforms, and strategic planning processes that leverage both housing and transportation resources.

Lastly, increasing population/worker housing density and ridership in nearby stations has important environmental benefits that help further Broward County's sustainability efforts. IIJA funding and related policies provide an opportunity to coordinate transportation, land use, and environmental policies that can reduce carbon emissions and other types of pollution by disincentivizing the use of personal automobiles for short trips as denser land-use patterns are associated with fewer vehicle miles traveled (VMT) and are a necessary complement to the electrification of the transportation fleet to mitigate climate change. However, all of this is contingent on Broward County's municipalities enacting and enforcing land use planning, zoning, permitting, and changes to building codes that maximize both the affordable housing and environmental benefits of vibrant TOCs.

The Master Plan leverages affordable housing development with other community building investments, including simultaneous investments in transportation infrastructure, municipal services, sea level rise, and large-scale commercial developments. The Master Plan is intended to assure that affordable housing development will improve the quality of the built environment by introducing and reinforcing efficient transportation and land use policies that will help create both affordable housing and job opportunities for all of Broward County's residents.

D. Organization of the Plan

The Master Plan is organized into the following sections.

Chapter 1: Introduction

Chapter 2: Broward County's Affordability Housing Challenge – details the housing affordability challenge facing the county, municipalities, businesses, and institutions providing the scope and scale of Broward County's affordable housing crisis and the policy ramifications relative to the economy, transportation, land use, and overall quality of life.

Chapter 3: Current Housing Market Update – updates the *2022 Broward County Affordable Housing Needs Assessment* providing current home and rent prices and overall market trends.

Chapter 4: Policy Strategies – details the funding, land use, zoning, program, and regulatory strategies that will enable a heightened level of affordable housing development and propel and sustain the implementation for the full 10-year duration of the Master Plan.

Chapter 5: Legislative Agenda – summarizes proposed state and local legislation that will help support the implementation of the Master Plan.

Chapter 6: Performance Metrics – provides the performance metrics to be used to monitor the progress of the Master Plan's implementation and as an accountability tool for measuring each municipality's efforts in addressing their housing affordability needs.

Chapter II – Broward County's Affordable Housing Challenge

A. Overview

The enormity of Broward County's housing affordability challenge is substantial and will require real transformational change in policy direction and a sense of urgency to act by local governments, business leaders, institutions, and non-profit organizations. The need for this level of commitment was repeatedly raised and discussed throughout the one-year community engagement process where a cross-section of stakeholders helped to inform and shape the direction of the master plan.

The Needs Assessment found Broward County's economic competitiveness, resilience and quality of life are at risk. Unless affirmative affordable housing measures are enacted, there will be severe effects on the county's leading employment sectors – leisure & hospitality, healthcare, and retail reliant on service sector workers along with major institutions – hospitals, public schools, colleges, and universities.

The *2022 Broward County Affordable Housing Needs Assessment* captured the dynamics of a worsening affordable housing crisis in Broward County that became more pervasive throughout South Florida since the COVID pandemic. The Needs Assessment measured the level of affordable housing demand and distress in the county, including all 31 municipalities, and provided an understanding of how critical housing affordability is to the economic well-being and quality of life of Broward County's residents, businesses, and institutions.

A Rick Case Habitat Community, Pompano Beach. Courtesy of Habitat Broward

The Needs Assessment identified the following critical findings:

- The scope and scale of Broward County's affordable housing needs are substantial and impact a broad spectrum of economic, social, and quality of life issues;
- Renter households are the most vulnerable due to generally lower household incomes, low wage employment, and excessive cost-burden levels;
- The vast majority (95 percent) of Broward County residents are unable to afford the current median sale price of a single-

family home. Broward County's median single-family home price-to-median household income ratio soared to 9.8:1;

- Broward County's economic competitiveness and resilience are at risk. The economies of Broward County and South Florida depend on the leisure & hospitality, healthcare, and retail industry sectors, each of which rely on service sector workers. This also applies to Broward County's major institutions – hospitals, public schools, and colleges and universities; and

- The scope and scale of Broward County's affordable housing needs will demand a much greater municipal, business, institutional, and philanthropic response.

B. Broward County's Housing Supply Conditions

Rapidly Escalating Home Prices and Rents throughout Broward County

The Needs Assessment documented rapid increases in owner and renter housing prices over the past two years. Broward County and all South Florida experienced double-digit appreciation in three successive years in both the homebuyer and renter markets. Housing market appreciation was largely driven by a post-COVID surge in investor buying. The surge began in the summer of 2020 and continued throughout 2022. According to the latest MIAMI Association of Realtors' South Florida Market Stats, the median sale price of a single-family home in Broward County increased by 46.6 percent since April 2020.

As housing prices and rents have increased in Broward County, the supply of affordable housing units has dropped precipitously, hollowing out both owner and renter units at the middle and bottom of the price scale over the last 5 years. From 2016-2020, Broward County lost, due to market appreciation, an annual average of 15,711 units affordable to potential owner households earning less than 140 percent of the median household income and 9,602 units affordable to renters earning less than 120 percent of the median household income. The supply of owner and renter units affordable to households has declined rapidly in both absolute numbers and as a percentage of the county's total housing supply. It is expected that the annual loss of this segment of the homebuyer and renter markets dramatically increased in the investor frenzy real estate market that took place post-COVID. Without intervention, there is no expectation that this situation will change.

Safe, Decent, and Affordable Housing: Broward County's Aging Housing Supply

The Needs Assessment found that Broward County's housing supply is aging. According to 2021 ACS estimates, 69.9 percent (577,365 units) of the county's housing supply was constructed prior to 1990. Only 4 percent (33,017 units) of the county's housing supply has been constructed since 2010.

The age and condition of the housing supply is a critical aspect of Broward County's affordable housing crisis. The provision of safe, decent, and affordable housing should be integral to housing policy at all levels of government. While the U.S. Department of Housing and Urban Development (HUD) has a stated aim "to provide safe, decent, affordable housing," the responsibility to deliver on this aim rests with state and local governments.

The economic impacts of Hurricane Andrew mandated a single, statewide building code that featured tougher standards to ensure structures would withstand major hurricane-level winds. The Florida Building Code (FBC) was enacted by the Florida Legislature in 1998 and became effective on March 1, 2002. The FBC applies to "...the construction, erection, alteration, modification, repair, equipment, use and occupancy, location, maintenance, removal and demolition of every public and private building, structure," The Florida Building Code applies to all new construction and major repairs such as walls and roofs. All pre-existing housing structures are essentially grandfathered from enforcement other than for "substantial damage or "substantial improvement."

According to the needs assessment, 86 percent (710,309 units) of

Broward County's housing supply was constructed prior to the FBC. Unless these structures were adequately constructed prior to the FBC or have undergone substantial improvements since 2002, they would be potentially structurally vulnerable in a major storm event.

C. Broward County's Housing Demand Conditions

Accelerated Affordable Housing Demand

The level of affordable housing demand is largely determined by job growth and retention. The affordability component of housing demand, however, is based on local wages and salaries that are then translated into household incomes. The Needs Assessment industry and employment analysis clearly showed that Broward County's economic base is principally comprised of service-providing industries. While service-providing industries are essential to South Florida's tourism-based economy and do offer livable wages among many of the associated occupations, the vast majority of employment is found in low-wage earning occupations. The annual wage level translates to worker households with median incomes generally below the median income for Broward County.

Unfortunately, expecting any decline in the County's renter cost-burden is unrealistic. The dynamics driving housing affordability in Broward County have been moving in the wrong direction — housing prices and rents increasing extraordinarily faster than wages, slow higher-wage job creation, tightening vacancy rates, and rapid appreciation that permanently removes more units each year from the local market. The latter issue is particularly relevant given the shortage of affordable housing production in recent years.

Broward County Leading Occupations by Wage & Household Income

Occupational Categories	Median hourly Wage	Annual Income	Very Low Household Income 50% of AMI	Low Household Income 80% of AMI	Moderate Household Income 120% of AMI
Office and Administrative Support Occupations	$18.78	$39,062	X		
Sales and Related Occupations	$16.97	$35,297	X		
Food Preparation and Services	$14.45	$30,056	X		
Transportation and Material Moving Occupations	$17.19	$35,755	X		
Business and Financial Services Occupations	$34.12	$70,969		X	
Healthcare Practitioners and Technical Occupations	$36.01	$74,900		X	
Management Occupations	$49.30	$102,544			X
Installation, Maintenance, and Repair Occupations	$22.68	$47,174	X		
Educational Instruction and Library Occupations	$25.16	$52,332		X	
Buildings and Grounds Cleaning and Maintenance Occupations	$14.50	$30,160	X		
Healthcare Support Occupations	$16.17	$33,633	X		

Sources: U.S. Census Bureau. ACS 2022 5-Year Estimates

Broward County Leading Industries by Employment

Top 10 Industries in Broward County by Employee Count	Median earnings 2021	Employee Count	Relevant Unit Demand
Health care and social assistance	40,485	131,894	48,106
Retail trade	27,819	120,697	44,022
Professional, scientific, and technical services	62,053	80,771	29,460
Accommodation and food services	22,115	74,361	27,122
Educational services	44,783	72,246	26,351
Construction	37,318	71,658	26,136
Administrative and support and waste management services	29,263	63,591	23,194
Transportation and warehousing	42,158	60,116	21,926
Other services, except public administration	26,096	51,680	18,849
Manufacturing	49,377	47,383	17,282

Sources: U.S. Census Bureau. ACS 2021 5-Year Estimates; Florida Commerce. Occupational Employment and Wage Statistics. Q2/3 2023; U.S. Census Bureau. American Community Survey 2022 5 – Year Estimates

The housing affordability demands of low- and moderate-income workers in Broward County and its municipalities had not improved prior to the COVID-19 pandemic despite impressive post-Great Recession job growth numbers and low unemployment. With 61.9 percent of renter households categorized as cost-burdened, Broward County was already one of the most unaffordable places to live in the U.S. The Needs Assessment found Broward County's affordable housing demand expanded exponentially in the whirlwind post-COVID residential real estate market.

D. The Municipal Housing Affordability Challenge

The housing affordability crisis in Broward County involves all 31 municipalities. As noted above, home prices and rents have soared in all municipalities in recent years. Household income has not kept pace with rising housing prices making housing inaccessible to most Broward County residents while creating excessive cost burden levels in most municipalities.

Broward County Single-Family Home Affordability by Municipality

Localities	Median Sale Price Q4/2023	Median Household Income (2020)*	Affordability Ratio**	Affordable Homeowner Supply Gap Units***
Broward County	**$579,450**	**$60,922**	**9.5:1**	**72,918**
Hollywood	$525,000	$54,317	9.7:1	10,134
Fort Lauderdale	$625,000	$64,313	9.7:1	8,785
Coral Springs	$660,000	$77,488	8.5:1	8,184
Parkland	$1,110,000	$159,692	6.9:1	8,075
Margate	$488,000	$46,460	10.5:1	5,267
Miramar	$550,000	$70,477	7.8:1	5,037
Pembroke Pines	$640,000	$68,683	9.3:1	4,912
Sunrise	$492,500	$54,701	9.0:1	4,796
Davie	$797,000	$74,523	10.7:1	4,644
Pompano Beach	$450,000	$52,565	8.6:1	3,686
Plantation	$700,000	$75,780	9.2:1	3,657
Hallandale Beach	$465,000	$40,237	11.6:1	2,448
Weston	$824,000	$113,032	7.3:1	2,159
Southwest Ranches	$1,400,000	$133,750	10.5:1	2,070
Deerfield Beach	$499,990	$47,183	10.6:1	2,001
Lauderdale Lakes	$424,000	$36,103	11.7:1	1,864
Coconut Creek	$565,000	$65,578	8.6:1	1,653
Oakland Park	$553,750	$53,744	10.3:1	1,484
North Lauderdale	$410,000	$46,594	8.8:1	1,448
Dania Beach	$560,000	$45,187	12.4:1	1,359
Wilton Manors	$787,500	$72,070	10.9:1	1,129
Lighthouse Point	$1,079,213	$76,001	14.2:1	1,052
Lauderhill	$412,000	$43,658	9.4:1	786
Pembroke Park	(No Sales)	$40,024	n/a	703
Lauderdale-by-the-Sea	$851,000	$69,860	12.2:1	588
West Park	$437,500	$47,755	9.2:1	566
Cooper City	$725,000	$108,763	6.7:1	414
Tamarac	$422,500	$51,799	8.2:1	407

Hillsboro Beach	(No Sales)	$69,766	n/a	168
Sea Ranch Lakes	$5,537,500	$196,250	28.2:1	130
Lazy Lake	(No Sales)	$250,000+	n/a	n/a

Localities (BMSD)	Median Sale Price Q4/2023	Median Household Income (2020)*	Affordability Ratio**	Affordable Homeowner Supply Gap (Moderate Income)***
Broadview Park	$423,750	$45,209	9.4:1	581
Roosevelt Gardens	$410,000	$40,572	10.1:1	182
Franklin Park	$360,000	$39,461	9.1:1	138
Boulevard Gardens	$377,500	$50,099	7.5:1	121
Hillsboro Pines	(No Sales)	$78,542	n/a	117
Washington Park	$360,000	$36,645	9.8:1	14

Source: U.S. Census Bureau. ACS 2021 5-Year Estimates; Broward MIAMI Assoc. of Realtors. Residential Market Metrics - Q3 2023. Sale activity is limited to those municipalities included in the Realtors' report. 2022 FIU Jorge M. Perez Broward County Affordable Housing Needs Assessment.

*Newer income data, to be released early Q1 2024, will likely impact dynamic between sale prices and household incomes but not significantly

**The Affordability Ratio is measure of housing sale prices, in relation to the median incomes of households. Traditionally, a ratio of about 3:1 has been seen as healthy; an affordable home will ideally cost about three times the annual income of a given household.

***Includes both owners and renter households earning 81-120% of MHI. Moderate Income renters are included in the calculation as they are viewed as potential first-time buyers.

According to the Needs Assessment, all of Broward County's largest municipalities have substantial single-family home affordability gaps creating highly unfavorable affordability ratios that deny homeownership for most aspiring homebuyers and stymies local real estate markets.

Broward County Renter Affordability by Municipality

Localities	Average Rent 2 bedroom Unit (Q2/2023)	Median Renter Household Income	Monthly Affordability Gap	Affordable Rental housing Demand/Supply Gap
Broward County	**$2,802**	**$55,528**	**$1,414**	**74,124 units**
Fort Lauderdale	$3,470	$47,108	$2,292	7,297 units
Hollywood	$2,821	$43,079	$1,744	6,800 units
Parkland	$2,756	$77,097	$799	5,426 units
Lauderhill	$2,276	$35,422	$1,390	4,947 units
Pompano Beach	$2,615	$45,295	$1,483	4,464 units
Plantation	$2,745	$56,380	$1,336	4,013 units
Deerfield Beach	$2,369	$40,967	$1,345	3,957 units
Pembroke Pines	$2,720	$55,731	$1,327	3,925 units
Davie	$2,702	$45,726	$1,559	3,696 units
Coral Springs	$2,756	$54,611	$1,391	3,900 units
Miramar	$2,720	$51,605	$1,430	3,417 units
Sunrise	$2,276	$50,455	$1,015	2,942 units
Hallandale Beach	$2,821	$36,125	$1,918	2,913 units
North Lauderdale	$2,367	$37,385	$1,432	2,650 units
Tamarac	$2,367	$47,362	$1,183	2,421 units
Margate	$2,756	$33,999	$1,906	2,306 units
Dania Beach	$2,821	$41,273	$1,789	2,181 units
Coconut Creek	$2,756	$63,027	$1,190	2,179 units
Oakland Park	$3,470	$44,213	$2,365	2,163 units
Lauderdale Lakes	$2,276	$29,582	$1,536	2,032 units
Weston	$2,720	$71,477	$934	1,556 units
Wilton Manors	$3,470	$48,614	$2,255	749 units
West Park	$2,720	$38,540	$1,765	586 units
Pembroke Park	$2,821	$41,073	$1,794	505 units
Cooper City	$2,702	$64,980	$1,077	479 units
Lauderdale-By-The-Sea	$2,615	$50,917	$1,342	294 units
Lighthouse Point	$2,369	$44,313	$1,261	284 units
Hillsboro Beach	$2,418	$56,667	$1,001	70 units

Southwest Ranches	$2,720	n/a	n/a	n/a
Lazy Lake	$3,470	n/a	n/a	n/a
Sea Ranch Lakes	$2,615	n/a	n/a	n/a

Localities	Average Rent 2 bedroom Unit (Q2/2023)	Median Renter Household Income	Monthly Affordability Gap	Affordable Rental housing Demand/Supply Gap
Broadview Park	$2,745	$41,495	$1,708	286 units
Roosevelt Gardens	$3,470	$38,750	$2,501	130 units
Franklin	$3,470	$39,045	$2,494	127 units
Boulevard Gardens	$3,470	$16,542	$3,056	97 units
Hillsboro Pines	$2,756	n/a	n/a	n/a
Washington Park	$3,470	n/a	n/a	n/a

Source: Reinhold P. Wolff Economic Research, Inc. Quarterly Housing Report. Q3. 2023. FIU Jorge M. Perez Metropolitan Center, 2022 Broward County Affordable Housing Needs Assessment

Chapter III – Broward County Housing Market Update

A. Overview

Broward County is not alone in facing unprecedented housing price increases since the COVID pandemic. All South Florida experienced double-digit appreciation in three successive years following the COVID pandemic. The unprecedented level of housing market activity was largely driven by a surge in investor buying. The surge began in the summer of 2020 and continued throughout 2023. Investor real estate activity accompanied by rapid appreciation in the housing market exacerbated an existing housing affordability crisis fueled by increasing renter housing demand, a lack of affordable owner and renter housing production, and depressed household incomes. During this period, housing's share of the Consumer Price Index (CPI) rose at an accelerated pace and has been the largest contributor to the overall inflation rate. The shelter index accounted for more than 70 percent of the increase in the CPI in 2023.

Since the completion and rollout of the 2022 Needs Assessment, Broward County's affordable housing crisis has worsened. Home prices and rents have continued to increase while affordable housing production has not kept pace with growing demand. The following section provides an update of Broward County's housing market through 2023.

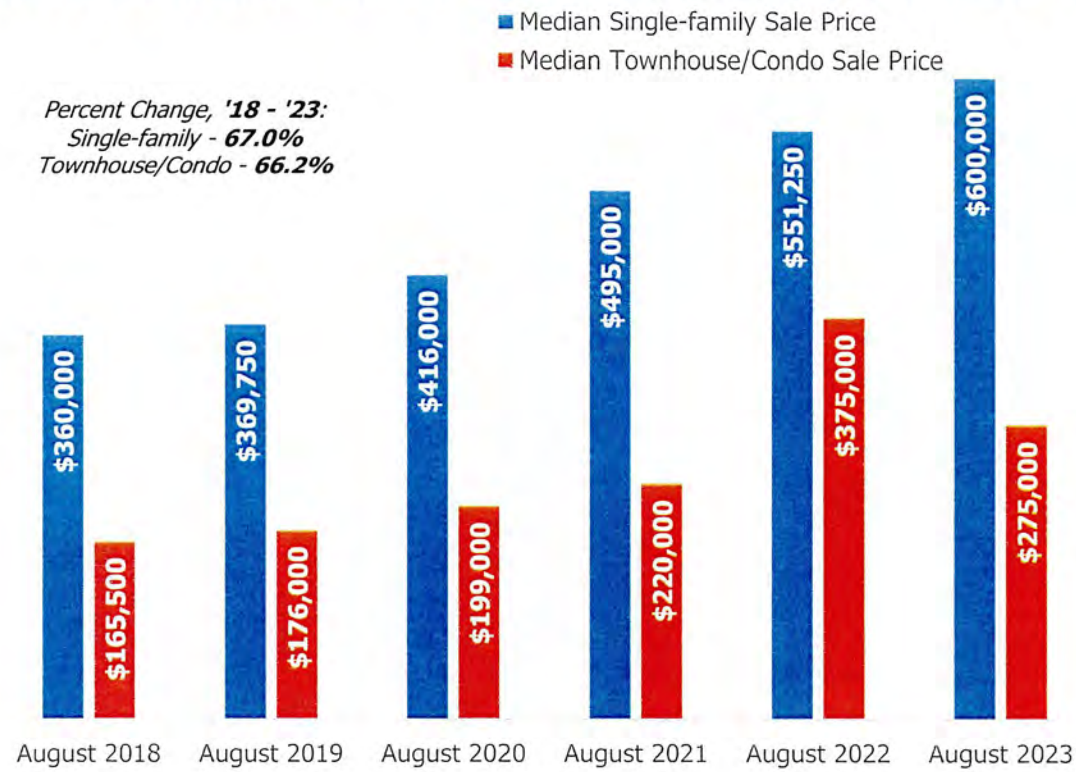
B. Home Prices and Rents

According to the latest MIAMI Association of Realtors' South Florida Market Stats, the median sale price of a single-family home in Broward County has increased by 67 percent since April 2020. In November 2023, the median single-family home price in Broward County had risen to $600,000 which reflects an 11.1 percent year-over-year increase. The median sale price of a single-family home in Broward County has increased by 60.2 percent since January 2020.

Most Broward County municipalities experienced 60+ percent increases in median and average sale prices from 2020-2023. Among the county's largest municipalities, median single-family home prices are currently the highest in Davie ($767,000), Coral Springs ($700,000), Plantation ($700,000), Pembroke Pines ($630,000), Miramar ($622,000), and Fort Lauderdale ($600,000).

The current average rents among Broward County's municipalities have created large monthly affordability gaps for renter households which has further widened rental housing demand/supply gaps in most municipalities.

Broward County Single-family & Townhouse/Condo Sale Prices: 2018 - 2023



In the rental market, Broward County's rent prices have soared not only over the past three years but are part of a longer trend in increasing rent prices. The county's average rent has increased by 70.5 percent since 2016.

The highest monthly average rents are found in Broward County's major submarkets including Fort Lauderdale, Hollywood/Hallandale, Coral Springs, Plantation, Davie/Cooper City, and Pembroke Pines/Miramar. Average rents for a two-bedroom apartment range from $2,325 in the Lauderhill/Lauderdale Lakes/Sunrise submarket to $3,542 in the Fort Lauderdale submarket.

2023 Broward County Average Rents by Submarket

Submarket	1 BR	2 BR	3 BR
Hollywood/Hallandale	$2,162	$2,861	$3,834
Pembroke Pines/Miramar	$2,294	$2,753	$3,335
Davie/Cooper City	$2,319	$2,805	$3,636
Plantation	$2,382	$2,817	$3,379
Fort Lauderdale	$2,640	$3,542	$5,058
Lauderhill/Lauderdale Lakes/Sunrise	$2,093	$2,325	$2,809
Pompano Beach	$2,282	$2,646	$3,760
North Lauderdale/Tamarac	$1,954	$2,428	$2,886
North Pompano/Deerfield Beach	$2,159	$2,418	$3,628
Coral Springs	$2,287	$2,841	$3,231

Source: Reinhold P. Wolff Economic Research, Inc.; 3Q/2023 Report. Tabled by Jorge M. Perez Metropolitan Center at Florida International University.

Chapter IV – Affordable Housing Master Plan Policy Strategies

A. Overview

For the Master Plan to be successful, Broward County will need to implement both short- and long-term strategies that are bold and innovative. The Master Plan's policy strategies focus on three primary areas, 1) project funding, 2) zoning and land use incentives, and 3) program and regulatory options and incentives.

B. Existing Project Funding

The Master Plan's project funding strategies are intended to aggressively supplement on going affordable housing funding at the county and municipal levels. Broward County is well-positioned to advance bold and innovative projects and program funding strategies. Since 2018, Broward County has been awarded $1.02 billion in funding for affordable housing projects, which has resulted in the production of 4,870 affordable housing units. The principal funding sources have been $484 million in bond allocation by the Broward housing Finance Authority, $351.1 million in Florida Housing Finance Corporation (FHFC) 9% Tax Credits under the Low-Income Housing Tax Credit Program (LIHTC) and $123.1 million in gap funding awarded on an annual basis by the Broward County Board of Commissioners.

Funding Source	Total Funding Award	No. Affordable Housing Units
Broward County GAP	$123.1M	2,668
Broward County Housing Finance Authority (HFA)	$484M	2,202
Florida Housing Finance Corporation (FHFC) State Apartment Incentive Loan (SAIL) Program	$59.8M	
FHFC 9% Tax Credits	$351.1M	
TOTALS	**$1.02B**	**4,870**

Broward County is also well-positioned from both a resource and capacity standpoint to support the Master Plan funding strategies through ongoing federal and state Entitlement Community funding programs. Broward County is home to 15 Entitlement Communities. These communities comprise 83 percent of the county's population. In Fiscal Year 2023, the 15 Entitlement Communities (including Broward County) received $37,357,949 in funding from the combined Community Development Block Grant (CDBG), Home, and State Housing Initiatives Partnerships (SHIP) programs. This funding has been used for affordable home ownership, housing rehabilitation, and multifamily housing development.

FY 2023 Community Planning and Development Formula Program Allocations

Entitlement Community	CDBG	HOME	SHIP	Total*
Coconut Creek	$259,984	$0	$597,747	$857,731
Coral Springs	$623,622	$0	$1,392,710	$2,016,332
Davie	$573,859	$0	$1,104,002	$1,677,861
Deerfield Beach	$563,178	$0	$902,720	$1,465,898
Ft Lauderdale	$1,206,442	$692,276	$1,951,826	$3,850,544
Hollywood	$938,711	$522,904	$1,600,091	$3,061,706
Lauderhill	$560,778	$0	$772,598	$1,333,376
Margate	$338,094	$0	$605,880	$943,974
Miramar	$607,047	$0	$1,427,273	$2,034,320
Pembroke Pines	$886,914	$0	$1,768,843	$2,655,757
Plantation	$370,260	$0	$971,847	$1,342,107
Pompano Beach	$822,942	$457,355	$1,175,162	$2,455,459
Sunrise	$556,364	$0	$1,006,411	$1,562,775
Tamarac	$398,246	$0	$750,234	$1,148,480
Weston	$249,264	$0	$705,504	$954,768
Broward County	$2,298,102	$4,100,077	$3,598,682	$9,996,861
	$11,253,807	$5,772,612	$20,331,530	$37,357,949
15 Entitlement Cities **	$8,955,705	$1,672,535	$16,732 848	$27,361,088
Broward County	$2,298,102	$4,100,077	$3,598,682	$9,996,861

**Allocations above exclude program administration amounts*

***Population of 15 Entitlement cities = 1,602,983 (83% of Entire County)*

C. New Project Funding Strategies

Expired Tax Increment Financing (TIF) Policy Expansion

Currently, 50 percent of the annual available funds from expiring Tax Increment Financing (TIF) funds are allocated to affordable housing opportunities countywide. The Master Plan funding strategy proposal is to expand this annual allocation to use 100 percent of expired TIF for a 30-yr horizon that would increase the prior 30-yr unit estimate from 18,819 affordable housing units to 35,915 affordable housing units.

The proposed affordable housing allocation would be for 30-year zero interest loans with a 50-year affordability period. The 50-year cost per unit would be equivalent to $2.78 per day. The funding would also create additional resources to apply to neighborhood strategies including infill development, home repair, and purchase assistance.

The recommended 100 percent expired TIF proposal would be a "pay as you go" approach based on the following considerations:

- Assumes a 30-year funding period (0% interest loan) matching a General Obligation Bond (GOB) time period
- Assumes a "gap "financing level ($20m) per year through FY 2027
- Starting in FY 27, 100 percent of expired TIF use will be allocated for affordable housing
- Estimates 20,984 housing units at the 20-year mark and 35,915 housing units at 30-year mark

NOTE: On March 7th, 2024, the Broward County Commission adopted a policy position that the TIF funding be split as 90% for affordable housing and 10% for economic development or other purposes, and would be revisited on an annual basis.

In addition to the County's 100 percent expired TIF proposal, the Master Plan proposes a "Municipal Expired TIF Share for Affordable Housing" policy based on the following considerations:

- 2022 Fiscal Year total local (municipal) share of TIF = $60M
- Commitment to use 50 percent of the local share of expired TIF for a 30-year horizon
- 50 percent of total value = $30M providing an estimated 18,000 housing units

Affordable Housing Innovation Fund

The proposed "Affordable Housing Innovation Fund" will augment the proposed Expiring Tax Increment Financing Policy Expansion. Given the scale of Broward County's affordable housing needs and the shrinking levels and uncertainty of federal and state funding sources, it is important that the Plan include a countywide funding source that can be locally controlled, managed, and capitalized.

The Fund will include the following performance criteria:

- Reaching scale quickly followed by continuous fundraising: providing resources to implement the Master Plan will require reaching significant scale as quickly as possible. However, creating a financing structure at this scale won't happen all at once, and will need to be grown continuously over the next 10 years;

- Flexibility: financing provided by the Fund will be flexibly applied, providing speed to the development process. Growing the Fund would be specifically open-ended, built through direct cash investments, partnerships, and long-term commitments to use funding and resources from lenders (for and non-profit), institutional investors, philanthropic donors and granting institutions. Investors and partners of the Fund would have the option of directing how their funds are used within the Fund. Investor-partners could also direct specific uses of their funds or commitments (i.e. rental unit, owner-occupied, acquisition, preservation, new construction, loan guarantees, etc.

- Replenishment: the Fund will avoid one-time giveaways by structuring funding as revolving sources that return value and cash back to the affordable housing funding pool. The Master Plan needs to be self-sustaining over at least the next decade;

- Partnerships and long-term commitments: Leveraging public dollars in the Fund is crucial, and will require partnerships with banks, lenders and investors making long-term commitments to the Master Plan; and

- Funding under one roof: homebuyers, developers, owners, renters, and builders of affordable housing need access to a wide range of financial products and programs. A major aspect of the Fund will be its focus, commitment, and single, transparent point of entry with funding and financial assistance open to anyone, including single-family homeowners, to support their efforts to re-build Broward County's affordable housing supply and protect its unique neighborhoods.

The Master Plan's "Affordable Housing Innovation Fund" will be locally controlled, managed, and capitalized. The creation and management of the Fund will provide the opportunity for formation of the type of private-public partnership that will be needed to implement this funding strategy successfully. Having this Fund in place will help address the multiple gaps in affordable housing financing. Financing affordable housing projects is getting tougher relative to cost and typically requires multiple sources to make a deal work. There are examples of successful housing development funds and private-public partnerships across the country involving financial institutions, foundations, trusts, government agencies, community organizations, and individual investors.

The goal will be to create a $100 million "layered" Fund combining multiple sources of capital from across different sectors into a single revolving loan fund for private and nonprofit affordable housing developers. Such funds vary in terms of their "capital stack." What share of the capital in the fund will come from the private and philanthropic sectors will be determined by need and investment capacity. Importantly, combining different sources of funding - private capital, public subsidy, corporate and philanthropic investment - will help overcome the limitations of each.

The Housing Innovation Fund should be able to provide a range of financial products including property acquisition and pre-development loans and down payment assistance. Property acquisition loans will provide developers of affordable housing with the financing to act quickly to acquire land and buildings as they become available. Affordable housing developers will be able to acquire properties directly using up-front financing provided through the fund. Related pre-development costs are also an allowable expense, including costs associated with conducting appraisals and environmental assessments, demolition and site clearance and securing title and zoning approvals. Down payment assistance to homebuyers to help them qualify for mortgages and reduce the cost of homeownership debt is an established practice across the US. The Fund will provide a portion of the mortgage.

Municipal Affordable Housing Trust Funds

All 31 of Broward County's municipalities should establish their own "Affordable Housing Trust Fund" or elect to provide funding to the Broward County Affordable Housing Trust Fund to dedicate the use of public and private dollars to affordable housing program activities in keeping with the housing needs of their own residents and workers. For entitlement communities, a Municipal Affordable Housing Trust Fund can help supplement and leverage existing federal and state housing program resources. For smaller, non-entitlement communities, a Municipal Affordable Housing Trust Fund can provide a dedicated source for private, philanthropic, and annual government contributions.

The criteria for the Municipal Affordable Housing Trust Fund includes:

- An annual funding allocation with sources identified by each municipality
- Funds must be used to support affordable housing strategies
- Annual funding challenge based on Broward County's Affordable Housing Trust Fund allocation of $20M is $10 per person for each City, i.e. Fort Lauderdale population 182,247= $1,822,470/Oakland Park population 44,092= $440,920

D. County Densification Strategies

Overview

Government regulations, which include zoning, land use, building codes, environmental remediation, infrastructure requirements and public benefit improvements, all serve a public purpose to protect the health, safety and well-being of communities and their citizens. However, some of these regulations can become over burdensome, especially for affordable housing projects, adding to professional service fees and construction costs. Government regulations and processes have the highest impact on the soft costs associated with a development project. Soft costs include architecture, engineering and professional fees, permits, licenses, application fees, and transactional fees. These pre-development costs are borne by a developer before a shovel even hits the ground. In addition, impact fees, permit fees and application fees are direct expenses that are paid by developers and ultimately passed on to the consumer.

Regulatory incentives can have a significant impact on housing affordability. In fact, larger packages that combine multiple regulatory incentives, modernization of municipal regulations and improvements to the entitlement process can significantly reduce the cost of affordable housing and increase supply. Given the severe deficit of affordable and workforce housing in Broward, density bonuses will have a significant impact on increasing the supply of affordable housing. Density bonuses alone are not the solution but intended to be part of a larger package of incentives to make housing more affordable and economically feasible. Other tools include zoning concessions such as reduced parking requirements, setbacks, and reduction of minimum residential square footages as examples. In addition, reductions or waivers of fees and expedited permitting are even more helpful to project economics. The application of recommended regulatory incentives included in the Master Plan will require commitments and implementation by both Broward County and its 31 municipalities.

Density Bonuses

The largest impact on regulatory incentives that Broward County has leverage over is the Broward County Future Land Use Plan. This includes the allowance of flexibility in densities for affordable housing per Florida Statute 420.9076. The Master Plan recommends significant increases in density for affordable housing based on a "tiered system" that prioritizes access to transit and the most vulnerable of Broward residents, while creating a structure that makes affordable housing for low to moderate income households economically feasible. Sometimes density and other regulatory incentives are sufficient, however the plan also recognizes that some projects will also require some other level(s) of financial assistance.

Tier I – Transit Oriented Development (TOD) Locations

Transit oriented development (TOD) locations include existing and planned development at public transit stops. This includes future "Mobility Hubs" identified by the Broward MPO. Mobility Hubs will be a focus of the Broward MPO's 2050 Long Range Transportation Plan (LRTP) as Mobility Hubs are central to Broward County's larger transportation infrastructure efforts including future PREMO investment being made by Broward County Transit (BCT). Tier I locations also include land parcels designated as "Commerce" within one-half mile of transit stops.

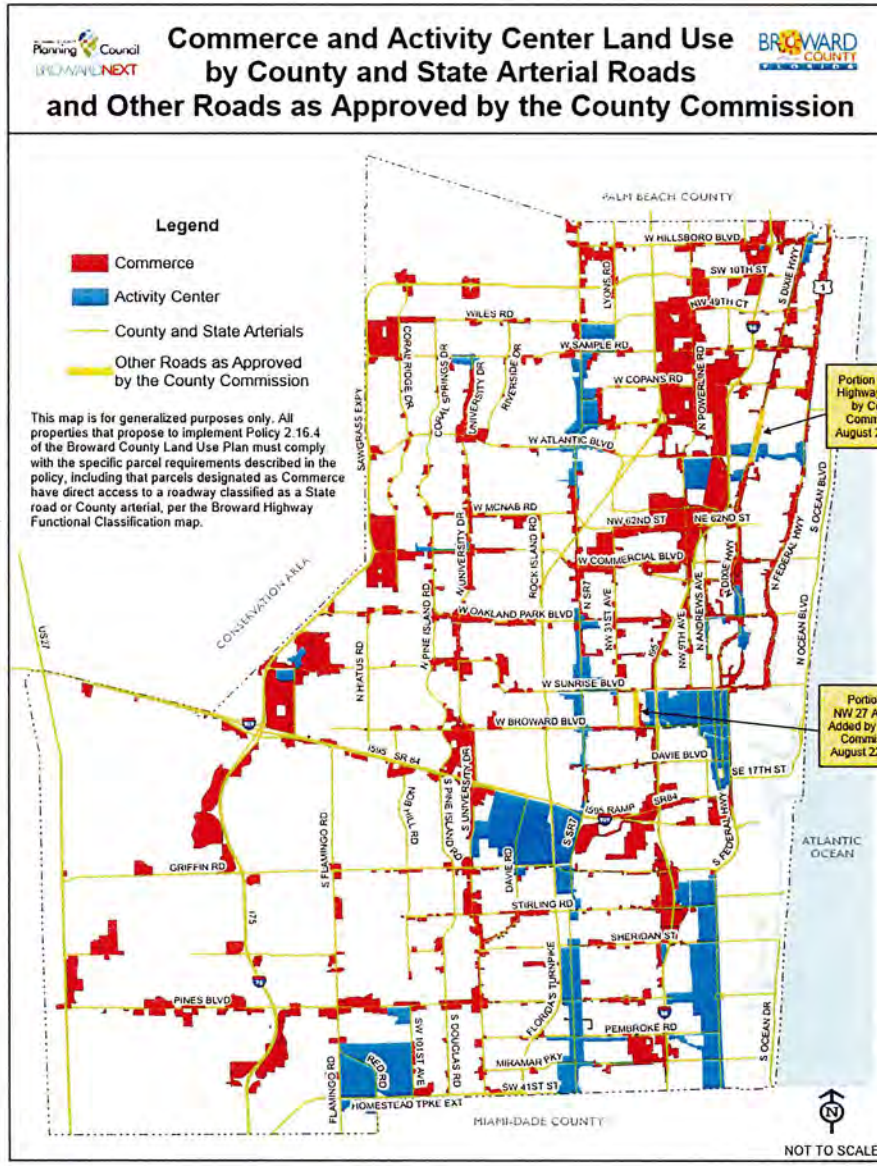
TODs provide the greatest opportunity to connect affordable housing with jobs, transit, and quality of life surroundings for Broward County's workers and seniors. TOD should provide for mixed-uses and dense development that can serve households with a range of incomes inclusive of low-income households. Low-income residents are the highest users of public transit providing low-income households with opportunities to live around public transit stops also reduces transportation costs for those households, while providing improved access to healthcare, education entertainment, and employment.

The plan recommends Tier I TODs allow for maximum density bonuses for projects with a minimum 20 percent affordable for "Very Low", "Low" and "Moderate" income based on a cumulative sliding scale prescribing percentages at these income levels.

Tier II - Activity Centers

According to the Broward County Future Land Use Plan, "Activity Centers" are intended to facilitate a balanced and interconnected mix of land uses, encourage mass transit, and non-motorized transportation, reduce the need for automobile travel, provide incentives for quality development and give definition to the urban form. Development patterns shall generally reflect planning and design principles that support mixed-use development to integrate housing, employment, retail, recreation, and local and regional community facilities with a primary orientation toward a multi-modal transportation system. Policy 2.4.3 of Broward County's Future Land Use Plan states "residential use is required as a principal component within an Activity Center." Policy 2.4.5 states "local governments shall consider community needs for affordable housing when proposing an Activity Center and include within their local land use element policies, methods and programs to achieve and/or maintain a sufficient supply of affordable housing opportunities, through various mechanisms such as the direction of public housing program funds into the Activity Center, reduced lot size for dwelling units, construction of zero lot line and cluster housing, vertical integration of residential units with non-residential uses, the allowance of accessory dwelling units, or through other mechanisms proven effective in increasing the affordable housing stock.

Activity Centers provide an excellent location for high density housing development with density bonuses for affordable housing. The Master Plan recommends bonus densities of up to 100 percent for projects that provide a minimum 20 percent



affordable units for "Very Low", "Low" and "Moderate" income based on a cumulative sliding scale prescribing percentages at these income levels.

Tier III - Commerce and Medium High Residential on Qualified Roadways

Policy 2.16.4 of the Broward County Future Land Use Plan allows for "additional permitted residential density" within parcels located west of and including US 1 and designated "Commerce" or "Activity Center" on the Broward County Land Use Plan and fronting with direct access to a roadway classified as a State road, or County arterial, per the Broward Highway Functional Classification map, or other road or portion thereof, as approved by the Board of County Commissioners, or within a parcel designated "Activity Center", multi-family residential use is permitted in addition to that permitted otherwise in those designations by this Plan.

The Master Plan recommends minimum 20 percent affordable housing requirement to qualify for density bonuses based on a sliding scale using the current blended policy formula included in the Broward County's Future Land Use Plan and thresholds with additional bonus density allowances to increase the supply of "Very Low", "Low" and "Moderate" income housing.

Additional Provisions

1. Supplemental bonus density of 15 percent for projects that provide a minimum 20 percent allocation for Senior and/or Special Population housing.
2. Bonus affordable unit income levels are discretionary and not included as part of the density bonus formula calculations.
3. Fractional units may round up.
4. Development projects using the land use and density provisions of the Live Local Act shall not be entitled to density bonus provisions of the Master Plan without approval of the local jurisdiction (municipality).

E. Municipal Land-Use and Zoning Strategies

Oversight of the County's land use falls under the purview of the Broward County Land Use Plan, while municipalities control local land use plans as long as they comply or are more restrictive than the Broward County Land Use Plan. However, the actual implementation of local land use policy is handled exclusively by each of the 31 municipalities in Broward County through their respective zoning and land development regulations.

To take advantage of the Countywide Densification Strategy described in the previous section, it will be incumbent on local jurisdictions to provide flexibility or modify local zoning regulations to use increased densities and to guide future development in a way that conforms to individual municipal vision and growth. Given the finite supply of land in Broward and recent State legislation this will be imperative, not only to preserve and increase the future supply of affordable housing but also to ensure smart and efficient growth that meets community standards.

Land Development Standards and Incentives

Most municipal zoning regulations prescribe specific standards on development, such as minimum lot size, unit size, and parking requirements. In some communities, these standards have not been updated or modernized based on current practices in quite some time, but also fail to consider demographic shifts and quality of life preferences. To further exacerbate the issue of outdated regulations is the issue of the finite supply of land in Broward County. Gone are the days of master planned developments on sprawling 50+ acre sites, so municipal zoning regulations should be more accommodating and flexible to support smaller developments, which often times are also more financially challenging.

For municipalities to increase their supply of affordable housing and/or take advantage of the Countywide Densification Strategy, modifications to existing zoning codes and regulatory incentives will need to work in tandem with countywide policy changes. The following is a list of land development recommendations and/or incentives for municipalities to facilitate future affordable housing development:

- Reduce minimum dwelling unit size (BCLUP counts units under 500 sf as ½ du)
- Reduce minimum lot size or dimensions
- Reduce parking requirements, parking lot dimensions and landscape requirements
- Adopt standardized shared parking standards
- Reduce or remove Floor Area Ratio (FAR) requirements
- Regulate height based linear feet not stories (building code addresses feet per floor)
- Adopt open space requirements based on usable space(s) not percentages
- Reduce setback requirements or allow for more accessory uses within setbacks
- Establish land development standards for residential/mixed use in commercial districts
- Increase densities in neighborhoods that already contain non-conforming multi-family. (Many municipalities have zoned out multifamily or "missing middle" where this type of housing historically existed).

The provided recommendations and incentives are just a few and are not intended to be exhaustive. However, establishing policies or amending regulations to allow some of these items "by-right" or establishing flexibility and parameters to allow for waivers or reductions as an incentive proactively will expedite new affordable housing development.

Permitted Uses

Permitted uses designate what you can use your property for within a specific zoning district. Similar to land development regulations, many municipal permitted use tables have not been updated to allow for flexibility in permitted uses that support affordable housing.

- Permit accessory dwelling units (ADU's)
- Permit mixed use/residential in commercial zoning districts, where appropriate
- Permit multi-tenant housing unit developments
- Permit 2 to 4 du multifamily in low to medium density neighborhoods as infill

Additional Regulatory Incentives

- Expedited permitting and navigator (ombudsman)
- Waiver or reduction of utility tap fees and connection fees
- Waiver or reduction of application fees or impact fees
- Development standards for review of air rights.
- Miscellaneous
- Municipal sale of air rights for affordable housing
- Inventory and disposition of rights of way and irregular parcels

All 31 municipalities in Broward should have land use and zoning regulations in place with appropriate densities for both multi-family and mixed-use development. Both multi-family and mixed-use zoning should provide a range of densities based on location and function.

Multi-family zoning should be allowed in all Broward County "Commerce" and "Activity Center" land uses. Mixed-use zoning should be allowed in all Broward County "Commerce" and "Activity Center" land uses and municipal downtowns.

Multi-family zoning should include densities ranging from low to high. A "low density multi-family" designation would accommodate a range of building types to address the "missing middle" housing type including townhouses, small apartment houses, and mid-sized multi-family buildings of medium height and density with usable areas of landscaped open space to meet the specific housing needs of each municipality. A low intensity multifamily zoning should allow no less than 25 units per acre. The zoning regulations should provide for a balance between landscape and buildings compatible with the surrounding neighborhoods with pedestrian-oriented buildings that actively engage the streetscapes.

A "high density multi-family" designation would accommodate various forms of multi-family housing of high height and density with usable areas of landscaped open space to meet the housing needs of a more urban setting within close proximity to job centers, transit and downtowns. High density multi-family zoning should allow not less than 75 units per acre with provisions up to 150 units per acre.

Mixed-use development is generally defined as a blend of two or more residential, commercial, cultural, institutional, and/or industrial uses situated in a pedestrian-friendly development.

Mixed use is one of the ten principles of Smart Growth, a planning strategy that seeks to foster community design and development that serves the economy, community, public health, and the environment.

The Urban Land Institute's Mixed-Use Development Handbook characterizes mixed-use development as one that 1) provides three or more significant revenue-producing uses (such as retail/entertainment, office, residential, hotel, and/or civic/cultural/recreation), 2) fosters integration, density, and compatibility of land uses, and 3) creates a walkable community with uninterrupted pedestrian connections.

Mixed-use includes three-dimensional, pedestrian-oriented places that layer compatible land uses, public amenities, and utilities together at various scales and intensities. This variety of uses allows for people to live, work, play and shop in one place, which then becomes a destination for people from other neighborhoods. Mixed-use development is seen as fundamental to creating transit-oriented communities (TOCs), high performing activity centers, and more vibrant downtowns.

Mixed-use districts provide for a range of intensities in the Master Plan. Mixed-use districts will accommodate various forms and densities of mixed uses, including residential, commercial, retail, open space. The mixed-use districts are intended to provide a continuous, pedestrian-friendly urban environment, bringing together the activities of daily living, and reducing dependence on vehicular mobility.

Low intensity mixed-use districts would be located along a municipality's primary corridors adjacent to single-family residential areas. High intensity mixed-use districts would allow the highest intensity of development located in activity centers, major commercial nodes, and downtown areas. Low intensity mixed-use districts should allow for a minimum of 25 dwelling units per acre and no less than 125 dwelling units per acre in a high intensity mixed-use district.

F. Countywide Program and Regulatory Strategies

Employer Assisted Housing

Housing that is affordable, available, and accommodates a range of household types and lifestyles is essential to attracting, retaining, and developing a diverse, productive workforce. As noted in Chapter II, the majority of occupations within Broward County's core industries - leisure & hospitality, health care, and retail have average wages that equate to household incomes in the Very-Low (50 percent AMI) and Low (80 percent AMI) household income categories. Excessive housing costs limit where workers can live shutting them out of living in municipalities where their experience and skills are needed to support local businesses, institutions, and local government. When workers choose to live elsewhere, businesses, institutions, and municipalities lose productivity because of unfilled jobs. Further, job seekers are discouraged from moving into high prices municipalities, while existing workers get pushed to less costly housing markets often out of state.

A "Broward County Employer Survey" conducted in the beginning stage of the Master Plan community engagement process provided clear evidence that Broward's and each municipality's economy are being affected by the shortage of affordable housing for workers. A total of 448 respondents representing the county's full range of business, institutional, and nonprofit employers participated in the survey. The survey results showed 40 percent of respondents had found it more difficult to recruit workers due to the lack of affordable housing. Another 60 percent responded that starting salaries aren't enough to attract talent or workers are leaving for higher pay. Another 26 percent of respondents noted that it was more difficult to recruit due to longer commute times. The survey found technicians and trade personnel were the most difficult to recruit and entry level positions among all employer types. Significantly, 85 percent of respondents were not willing to offer housing assistance or benefits to employees to help offset rising housing costs.

Given the far-reaching effects of Broward County's affordable housing shortage, all employers must take actions to alleviate worker household distress and the growing effects on the larger economy. One of the most popular and successful programs that employers can undertake is employer assisted housing (EAH). The purpose of EAH programs is to help close the homeownership and rental affordability gaps that limit where workers are able to live relative to their places of employment. Employer-assisted housing is any employer sponsored housing benefit including down payment assistance or rental assistance, home buyer education and counseling, low-interest mortgages to name a few. EAH programs offer a unified solution to housing, jobs, and transportation issues by empowering organizations to help their employees achieve homeownership, reduce turnover costs, reduce commuting times, and contribute to local community development initiatives.

Benefits of EAH

EAH programs have been shown to help attract and retain workers, and, ultimately, enhance the economic stability of communities. The following is a list of employer and employee benefits of an EAH program:

- Provides a more stable workforce when employees live near their place of work;
- Improved morale, less turnover and reduced recruitment result in bottom line savings;
- Can serve as incentives for employee recruitment and retention depending on how the assistance is structured; and
- The employee, beyond receiving financial support from an employer to buy a home closer to work, also gains extra time – formerly spent in traffic – for family or community life.

EAH is proven to increase retention, ultimately reducing turnover costs. Both the structure of forgivable loans and the increased employee loyalty and satisfaction motivate employees to maintain their relationship with the employer. A study by Aurora Medical Centers, of Milwaukee, Wisconsin found that their EAH employees had retention rates two to three times greater than their average employee or regionwide retention rates.

Challenges of EAH

While EAH programs can offer many benefits to local employees and employers, studies have found they can be challenging to enact and difficult to maintain. Community members must build and sustain political will and funding for employer-assisted housing programs. Additionally, employer-assisted housing programs should be designed with attention to whom the program will benefit.

The National Housing Conference recommends that before designing an EAH program, it is helpful to understand the market needs of current and potential employees. Employers can determine these needs in a variety of ways, including sending out a formal survey to all employees, researching local housing markets, or partnering with a local housing or community development organizations to better understand the worker context of the community.

Key Questions:

1) What are the goals of the program, i.e. reducing turnover, lowering commute times, attracting new employees?

2) Is housing affordable around the physical place of work, i.e., what does it cost to purchase a home? What does it cost to rent?

3) Is there sufficient affordable housing supply available around work location?

4) What percentage of current employees are commuting to work?

5) Is traffic or commute time an issue for employees getting to work?

6) Is housing and the local community a draw or drawback for potential employees to work at physical location?

EAH Program Options for Broward County Employers

EAH programs vary based on employer type and geographic area. Given the wide needs of Broward County's workers, a range of EAH programs is recommended. Most often, a company's EAH fund helps employees with the down payment on a home in the form of a forgivable loan (under the condition that the employee stays with the company for a specified time frame).

Developing and implementing a basic down payment and closing assistance program has been proven effective and is fundamental to a larger EAH initiative. Most examples across the country involve a partnership between the employer and a local community organization that would provide homeownership counseling and administer other aspects of the programs.

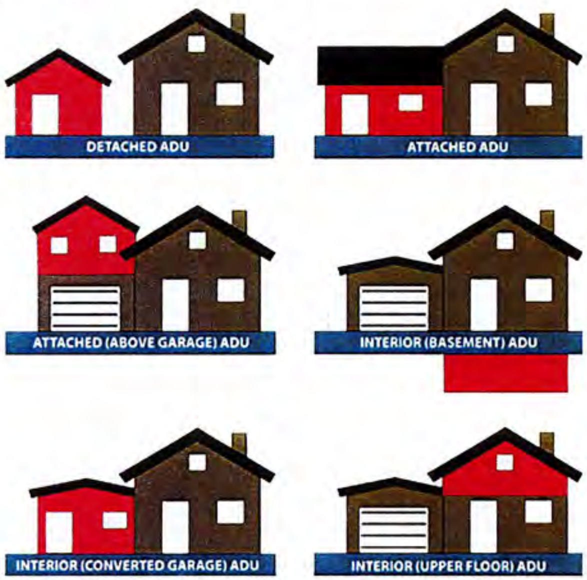
According to the Chicago Metropolitan Planning Council (MPA), since 2000, 60 employers in Illinois have helped more than 1,000 employees purchase homes through down payment assistance. Employers such as the University of Chicago and Medical Center, Loyola University and Robinson Engineering all participate in a range of benefits that result from EAH. Loyola's housing program partners with the Northside Community Development Corporation (CDC) to educate and prepare all participants for home ownership, as well as to connect Loyola faculty and staff with available university, city, county, and state funding resources. The employer gets a state tax write-off on half of the amount it puts into an EAH. Based on the experience of companies that have participated in the program, the savings realized by the company in the diminished cost of employee turnover often makes up the difference.

Seattle-based HomeStreet Bank's "Hometown Home Loan Program" provides reduced loan fees and closing costs and free homeownership and money management education. A curriculum of financial education courses available to employees offered through local nonprofit organizations on home purchasing process and credit counseling. Eight employers have started participating in the EAH, including Lourdes Healthcare, Tri-Cities Community Health, and Red Lion Hotels. The Hometown Home Loan program received a national award for community reinvestment from the American Bankers Association.

EAH programs can also include land dedication. The Buncombe County Schools Williams-Baldwin Teacher Campus in Asheville, North Carlina is a partnership between BCS, Asheville City Schools, Eblen Charities' Center for Social Enterprise, Buncombe County, and the State Employees' Credit Union Foundation. The 24-unit Williams-Baldwin teacher-specific complex which opened in 2017 was developed through a coalition of public, private, and philanthropic institutions that provided both the land and financing for the project. The focus was on new full-time teachers. Teachers can elect to have their monthly rental payments deducted directly from their paycheck. Once the no-interest loan from the State Employee's Credit Union Foundation is paid off, the philanthropic organization will use the rental income from the units to fund programs that benefit area schools, teachers, and students.

Model Ordinance for Accessory Dwelling Units (ADUs)

According to the American Planning Association (APA), an accessory dwelling unit (ADU) is a smaller, independent residential dwelling unit located on the same lot as a detached single-family home. ADUs go by many different names throughout the U.S., including accessory apartments, secondary suites, and granny flats. ADUs can be converted portions of existing homes, additions to new or existing homes, or new stand-alone accessory structures or converted portions of existing stand-alone accessory structures. As an independent living space, an ADU is self-contained with its own kitchen or kitchenette, bathroom and sleeping area.



Source: *The ABCs of ADUs*, AARP.

ADUs have become a focus of counties and municipalities in the search for solutions to the national affordable housing crisis. As the need for affordable housing has risen exponentially over the last several years, ADUs have become increasingly popular structure type that can help address the affordable housing needs of both owners and renters and accommodate a range of household types including young families, seniors, empty nesters, and students. According to research conducted by Freddie Mac, ADUs have increasingly become a viable affordable option for people of all ages. The demand for ADUs is highest in the rapidly expanding Sun Belt states of California, Florida, Texas, and Georgia, which account for half of the 1.4 million ADUs identified. Portland, Dallas, Seattle, Los Angeles, and Miami have been the fastest growing metropolitan areas, each with double-digit growth since 2015.

The Public Benefits of ADUs

Granny flats, cottages, mother-in-law suites are not only attractive to older populations but are also desirable to young adults. They include children still living at home or homeowners who later in life want to downsize to a mother-in-law suite while their children live in the primary residence. As rentals, they can provide income that helps people, especially retirees who want to stay in their homes and feel more financially secure, and young professionals just out of college who might struggle to find affordable housing in their new surrounds.

Monterey Bay, California ADU. Source: County of Santa Cruz *My House My Home Program.*

Other ADU benefits include:

- ADUs are cheaper to build than other housing options and can be a naturally occurring form of affordable housing
- The rental income generated from the ADU can subsidize the cost of the primary unit – making ADUs an affordable housing tool for both the renter and landowner
- ADUs, because of their relatively small size, do not require additional land or major new infrastructure
- Care for the Elderly and Persons with Disabilities – ADUs can provide an opportunity to live on the same lot as their parents or other caregivers and can assist the elderly to "age in place." ADUs are particularly well suited for lower-income elderly persons because in addition to receiving a source of income they may not otherwise receive, the elderly homeowner may obtain companionship and needed services from the tenant in the ADU
- "Granny flats" are a great way for older adults to downsize, age-in-place, or live close to a caregiver. A son or daughter can build an ADU in their backyard for their aging parent.

Accessory dwelling unit. Source: Better Homes and Garden; photo courtesy of Maxable.

ADU Compliance with Zoning Laws and Building Codes

In Florida, permitting accessory residential units in residentially zoned areas has been on the list of statutorily enumerated items found in Section 420.9076 (4)(e), Florida Statutes, since the passage of the William E. Sadowski Act in 1992. Florida Statutes (Section 163.31771(2)(a)) define ADUs as "an ancillary or secondary living unit that has a separate kitchen, bathroom, and sleeping area existing either within the same structure, or the same lot, as the primary dwelling unit." If an ADU is constructed for family members of at least 62 years of age, Florida Statutes provides that a county may provide for a reduction in the assessed value of homestead property after the new construction. ADUs are not permitted in most residentially zoned areas in the State of Florida. However, many local governments, including St. Petersburg and Tampa, are amending or reviewing existing regulations on building ADUs to provide this housing type on a broader basis.

Key Provisions of a Model ADU Ordinance

Local permitting of ADUs can be an effective affordable housing program and regulatory strategy. As part of the Master Plan, Broward County should adopt a model ADU ordinance that all 31 municipalities would include in their zoning codes. The elements of the model ordinance include the following:

- Allow ADUs by right in all single-family districts as an accessory use
- Owner must occupy either the primary single-family residential unit or the ADU

- Maximum size of an ADU is limited to the lesser of 800 square feet or three-quarters of the living area of the main house size
- The ADU code is administered by-right with no discretionary review, except that some design compatibility with the main house is required for two-story ADUs. The building must match the main house or comply with general design guidelines.
- Setbacks the same as for an accessory structure and include an additional 5 feet from setback for second story
- No parking requirement if there is on-street parking available
- A waiver of impact fees for ADUs or fixed "de minimus" impact fee not to exceed $100.

ADU Incentives

A Broward County Model ADU Ordinance should provide incentives to low-to moderate-income homeowners and senior homeowners on fixed-income to construct ADUs on their property. Broward County and individual municipalities can create ADU Forgivable Loan Programs with the support of local lenders and nonprofit organizations such as Habitat Broward. The program could offer loans to homeowners who rent the ADU to low-income households at affordable rents for up to 20 years with the loan forgiven after 20 years if the ADU has been rented with this restriction.

The County of Santa Cruz partnered with Habitat for Humanity Monterey Bay and Senior Network Services to create "My House My Home" in order to help low income senior home owners build Accessory Dwelling Units (ADU). The goal of the program is to build ADUs on the properties of qualifying low-income seniors, 62 years of age or older and provide additional income and adjustable living situations to help seniors age in place.

The County's financial assistance is in the form of $80,000 loan at three percent (3%) simple interest, deferred for up to 30 years, or payable upon sale or transfer. In exchange for participating in the My House My Home Partnership, homeowners must enter into a deed restriction that will require them to rent the ADU or the primary home at a rent affordable to low income households, defined as those whose incomes are at or below 60% of Area Median Income (AMI). In addition to the County loan, program participants can access additional funding through Habitat for Humanity. Habitat also coordinates with Senior Network Services to provide outreach and case management assistance with supportive services to the homeowner, as needed. The County Housing Program certifies eligibility of the identified tenant household, while Habitat oversees the selection process and in the case of multiple applicants, a random drawing. The County monitors compliance annually. Homeowners may pay off the loan plus interest at any time and the restrictions are released.

Locating Missing Middle Housing

Missing middle housing is defined by planners as "house-scale buildings with multiple units in walkable neighborhoods." The varieties of missing middle housing include duplexes, triplexes, and fourplexes, courtyard apartments, bungalow courts, townhouses, multiplexes, and live/work units. Essentially, these structures are the middle of the housing spectrum, buildings ranging in size and density between a single-family detached home and a mid-rise apartment building.

The planning intent of establishing missing middle housing is to provide a residential structure type that fit seamlessly into existing residential neighborhoods and support walkability, neighborhood serving retail, and public transportation options. They can provide a viable solution along a spectrum of options to address the current mismatch between the availability of affordable housing and shifting demographics combined with the growing demand for walkability.

Source: Live work. Photo courtesy of Missing Middle Housing

Long term Euclidean and exclusionary zoning practices have established a preference in the U.S. for single-family homes and the sequestering of large multi-family residential buildings to a few small corners of larger cities. However, in recent years missing middle housing has become more accepted and popular with more las being passed at the state and local levels to encourage and incentivize the development of missing middle housing.

In 2020, the Nebraska State Legislature passed legislation which included the Municipal Density and Missing Middle Housing Act. Rather than setting specific zoning or land use requirements or preempting local laws, the bill requires cities to provide detailed information about their housing needs and existing land use practices. The bill also requires cities to develop their own action plans to increase affordable, denser housing, through zoning reforms and other actions. In 2019, the Oregon Legislature passed a Housing Bill to expand options in residential zones. The legislation notes that local zoning rules have previously left out residential structures such as cottage clusters, townhouses and duplexes.

The City of Minneapolis recently established a "Missing Middle Housing Pilot Program" that has already produced three projects totaling 50 units, 28 of which are Long Term Affordable (LTA). The city recommended using Minneapolis Homes funding to fill gap between $500,000 allocated through Missing Middle and total need of $1,675,000 includes transfer of $275,000 from HOME program income to support eligible homeownership programs, which in turn frees up $275,000 of funds to support rental Missing Middle projects.

As noted on the Missing Middle Housing website https://missingmiddlehousing.com these legislative achievements have brought renewed attention to the term, and much of the news and commentary discussing these new laws noting that the term "missing middle housing" can be thought of as a shorthand for density and using the term "gentle density" interchangeably with missing middle housing.

While missing middle housing legislation and implementation has achieved some success in recent years, missing middle housing is still politically controversial in many communities viewed as a threat by some to the single-family zoning status quo. As an integral component of the Master Plan, it is recommended that all 31 Broward municipalities amend their zoning to include language that allows the development of missing middle housing in appropriate locations within their corporate limits. In addition, all 15 entitlement communities should create programs that incentivize missing middle housing development for both owners and renters.

Zoning Provisions for Multi-Tenant Housing Units (MTHUs)

Multi-Tenant Housing Units (MTHUs), also called efficiency apartments, or residential studio units, provide a low-cost housing option for single-person households. Traditionally, residents in MTHUs share kitchen, bathroom, and laundry facilities, but have a private room for living and sleeping. These small rental homes provide an affordable housing option for individuals who want to be located near their work and urban amenities but may not be able to afford a larger unit.

As Broward County continues to face significant affordable housing challenges, MTHU housing presents an opportunity to increase the supply of dignified housing affordable to people at the lowest income levels, which is currently the largest gap in the County's housing market. MTHUs presents an opportunity to provide a missing product in the affordable housing continuum – independent, stable, and dignified housing that is affordable to people with income below 50 percent of the area median, ideally without the need for additional rental subsidies. MTHUs also don't require other government subsidies or tax breaks unlike many other affordable housing projects or initiatives like the Live Local Act. Except for heavily subsidized rent for a normal apartment, there is no other housing option that caters to non-family households (20%+ of all households) making less than $35K.

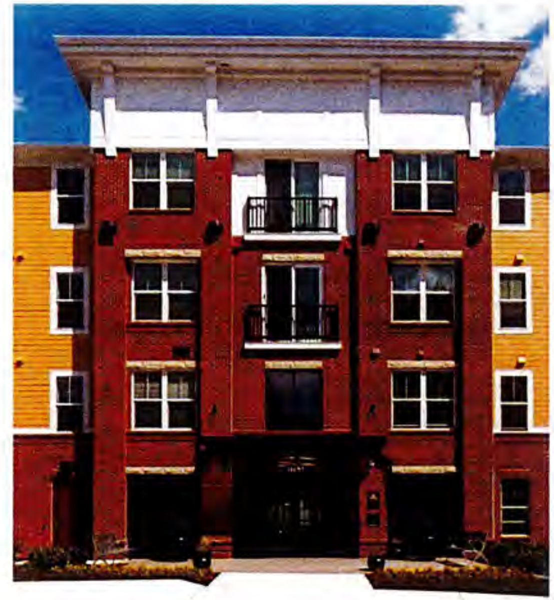
Source: Live work. Photo courtesy of Missing Middle Housing

MTHU Best Practices

Following decades of demise, MTHUs are becoming more common throughout the U.S. and Canada. The Coan Pond Residences in Fairfax, Virginia offers living accommodations for single adults with low income without the commitment of a long-term lease or the financial hardship of a large security deposit. Applicants must have a minimum income of $19,940 and earn no more than $59,820 per year. Each unit includes a twin bed and is designed to afford privacy and comfort at a price well below market rents. Rent is 30 percent of tenant income with renewal option every two weeks. Utilities – including local phone service included in the rent. There is a fee for local cable and WIFI access. Residents must supply their own linens (bedding, towels, etc.).

The proposed MTHU development on NW 5th Avenue in Delray Beach, Florida by Jetta Investment Company will provide clean, safe, and affordable housing to people with annual income under $35,000. Jetta notes in their project proposal that in Delray Beach, 83 percent of households making under $35K annually are spending more than 50 percent of their income on rent compared to only 9 percent of those making over $35K per year.

Jetta's proposal is to upgrade an existing structure with 21st Century enhancements to internal and external features of the building. Rooms are 100-120 square feet (the size of an apartment bedroom). Residents share private, single-occupancy bathrooms with proposed upgrades to shared kitchens and elevators for seniors and disabled tenants. The communal design is intended to lower costs (monthly rent in the $600 range) while providing tenants with a better living experience. The project does not require any tax breaks or government subsidies.



Coan Pond Residences; Fairfax, VA. Photo courtesy of Residences at Government Center.

The proposed upgrades to the property are intended to significantly improve the lifestyle of the residents and enhance the surrounding community. The addition of an elevator will greatly assist the elderly and disabled residents. Two additional, modern bathrooms will complement the expanded units, and the addition of a new dual-use kitchen will dramatically reduce the out-of-pocket food expense for tenants. Other proposed upgrades include central air conditioning, modernized and enhanced interior, and exterior security.

Where it works

MTHU projects need to be near commercial nodes, stores, and resources utilized by the target renters, including but not limited to locations that have high- frequency transit access. The best sites for MTHUs share the same concepts and best practices in transit-oriented design, livable and walkable communities, and place-based strategies including:

- Express or high-frequency transit, and bike/walk routes
- Job activity centers and jobs accessible to MTHUs tenants (entry-level)
- Siting near commercial nodes creates access to those retail/low-skill jobs, along with the benefit of goods and services
- Ensure nearby amenities such as stores and resources preferred by the future renter
- Site in and near commercial nodes, including in the transition zone between commercial and single-family neighborhoods
- Share the concept and benefits of single room occupancy housing with cities to identify shared priorities and ideal locations
- Create a map of opportunity areas as a toolkit for developers and cities

Zoning Regulations

A municipality's zoning regulations should encourage MTHU development in appropriate locations as summarized above. The regulation of MTHUs should include the following:

- Limit occupancy to 2 persons per room
- Make the MTHU use permitted rather than conditional
- Allow MTHUs wherever multi-family housing is already allowed (i.e. 4+ units per lot), and expand the amount of land where multi-family housing is allowed
- Require rental licenses and add a MTHU section to the ordinance or by-law
- If limiting ownership/management eligibility focus on past performance
- Identify key municipal staff experts to navigate MTHU development through the approval process

Proposed multi-tenant housing project in Delray Beach. Photo courtesy of the Sun Sentinel.

Chapter V – Affordable Housing Legislative Agenda

The following legislative agenda is proposed as part of the Master Plan. Each proposed legislation will augment and help to sustain the affordable housing policy strategies for the 10-year term of the plan and beyond.

Authorization to place Miami-Dade type of Local Surtax as Countywide

Under Section 201.02, Florida Statutes, certain counties are authorized to levy a surtax on documents that transfer interest in Florida real property. Transfers of interest in single-family residences are exempt from this documentary surtax. In 1984, Miami-Dade County exercised this authority establishing a Housing Assistance Loan Trust Fund and implemented the Documentary Surtax Program ("Surtax Program"). This program benefits very low- to moderate-income families.

Authorization for a Broward County voter referendum authorizing the levy of a surtax on documents that transfer interest in Florida real property could provide an estimated value of $40M-$60M per year for affordable housing programs.

Amend State Impact Fee Legislation to define affordable housing as infrastructure allowing impact fee on new development

The proposed legislation would amend the State of Florida's current impact fee legislation to define affordable housing as infrastructure thereby enabling the county to impose impact fees on large scale commercial development.

Lobby Congress/Federal Administration to maintain/increase Community Development Block Grant (CDBG)/HOME Grants

The Federal Community Development Block Grant (CDBG) and HOME programs have been the leading HUD assistance programs for "Entitlement Communities" for over 50 years. Broward County has 15 HUD designated Entitlement Communities which is the most in the State of Florida. The Entitlement Communities currently receive approximately $18 million annually. However, the CDBG and HOME funds have been significantly decreased over the last two decades at a time when the affordable housing needs in Broward County have increased sharply.

Protect Tax Exempt Bonds / Tax Credit Allocation Programs

The State of Florida's Multifamily Mortgage Revenue Bond program (MMRB) uses both taxable and tax-exempt bonds to provide below market-rate loans to non-profit and for-profit developers who set aside a certain percentage of their apartment units for low-income families. These bonds are sold through either a competitive or negotiated method of sale or private placement. The program requires that at least 20 percent of the units be set aside for households earning at or below 50 percent of the area median income (AMI). The developer may also opt to set aside 40 percent of the units for households earning at or below 60 percent of the AMI.

The Housing Credit (HC) program provides for-profit and nonprofit organizations with a dollar-for-dollar reduction in federal tax liability in exchange for providing equity financing for the rehabilitation (with or without acquisition), or new construction of low and very low-income rental housing units. A Housing Credit allocation to a development can be used for 10 consecutive years once the development is placed in service and is designed to subsidize either 30 percent (the 4 percent tax credit) or 70 percent (the 9 percent tax credit) of the low-income unit costs in a development. Qualifying buildings include garden, high-rise, townhouses, duplexes/quads, or mid-rise with an elevator. Ineligible development types include hospitals, sanitariums, nursing homes, retirement homes, trailer parks, and life care facilities. This program can be used in conjunction with the HOME Investment Partnerships program, the State Apartment Incentive Loan program, the Predevelopment Loan program, or the Multifamily Mortgage Revenue Bonds program. Broward County has benefited greatly from both the state MMRB and HC programs and therefore, require full legislative support.

Continue to evaluate applicable strategies in the State Live Local Act

The Live Local Act (SB 102) is a comprehensive, statewide workforce housing strategy, designed to increase the availability of affordable housing opportunities for Florida's workforce, who desire to live within the communities they serve. Live Local provided historic funding in FY 2023 for workforce housing along with a range of new programs, incentives, and opportunities, this legislation works to refocus Florida's housing strategy in ways that make housing more attainable. The Live Local Program Tax Credit gives businesses the opportunity to contribute to the Florida Housing Finance Corporation to benefit the State Apartment Incentive Loan (SAIL) Program, which provides low-interest loans for the development of quality affordable housing that can benefit a community's workforce, families and elders with low-to-moderate incomes. The Act also allows counties and municipalities to adopt an ordinance to exempt portions of property used to provide affordable housing.

The main concern with Live Local is that it provides that a county must authorize proposed multifamily and mixed-use residential projects as an allowable use in **any area zoned for commercial, industrial, or mixed use.**

Broward County supports Live Local's heightened funding level for state housing program in FY2023, but must advocate for a continuation of this funding level for the foreseeable future. Further, Live Local's circumvention of local comprehensive plans, land use, and zoning requires further examination as local governments need to be partners and have specific incentives for Live Local to perform at a higher level.

Chapter VI – Performance Metrics

A. Overview

A common refrain throughout the community engagement process by municipal officials was "tell us what to do." The Master Plan provides a range of policy strategies that can be enacted and implemented by each municipality to respond the Master Plan's theme "leading the challenge and sharing the burden."

The Master Plan's Housing Affordability Performance Metric Model was established to assist Broward County municipalities in measuring their progress in implementing their "share" of affordable housing development over the 10-year period of the master plan. Each municipality will need to be more pro-active in addressing the housing needs of their resident workforce and those workers who commute into their communities each day to work in local businesses, institutions, and nonprofit organizations.

The performance model's premise is that affordable and accessible housing for working families and households is vital and the provision of affordable housing can only be effectively accomplished through coordinated and integrated policies that hold each municipality accountable for their adoption and implementation. Broward County's affordable housing state of urgency must be grounded on the following understandings:

1. Each municipality has a "resident workforce" composed of working families and households whose mobility, opportunities, and quality of life are integral to the economic strength and character of each community;
2. Existing federal and state housing programs are, alone, insufficient in addressing the housing affordability needs of each municipality;
3. An effective and sustainable response to worker housing needs requires policies developed and implemented at the municipal and county levels of government;
4. There is a lack of coordination and integration in the administration of federal and state housing programs and important government layers that control or influence the delivery of affordable housing, including land use, zoning, and permitting;
5. Local affordable housing policies and programs must be performance-driven.

The performance model's systematic and comprehensive approach is based on a set of drivers (lead indicators) that will measure and evaluate performance (outcomes) and "lag indicators" which focus on "results" measured on an annual basis. While the lead indicators identify the "how" and "why" of municipal performance in terms of affordable housing delivery, the lag indicators quantify the actual number of affordable housing units that have been produced or preserved as a result of implementing the Master Plan's policy and program strategies and other initiatives that each municipality may adopt to address their affordable housing needs.

B. Performance Management

Each municipality should establish an oversight committee staffed by an appointed ombudsman to monitor progress in addressing its affordable housing gap as identified in the 2022 *Broward County Affordable Housing Needs Assessment.*

For municipalities that are recipients of State Housing Initiative Partnership (SHIP) funds, Affordable Housing Advisory Committees (AHACs) should have already been established as required by the Florida Statutes, Sec. 420.9076. AHACs are responsible for reviewing and evaluating local plans, policies, procedures, land development regulations, the Comprehensive Plan, and other aspects of a city's housing activities that impact the production and provision of affordable housing. Further, the AHAC is specifically directed by the SHIP Statute to consider and evaluate the implementation of the incentives set forth in Florida Statues, Sec. 420.9076 (4)(a) - (k). Based on the AHAC evaluation, it may recommend to the local government to make modifications of, exceptions to, or creation of new plans, policies, procedures, and other governing vehicles that would encourage production of affordable housing. Recommendations by the Committee are used to amend the Local Housing Assistance Plan (LHAP) and the local Comprehensive Plan (Housing Element), and update the City's land development regulations, and other policies and ordinances affecting affordable housing.

For municipalities without an AHAC, it is recommended that a similar form of committee be formed and assigned the responsibility of overseeing the municipality's progress in addressing its affordable housing needs.

C. Dashboard

The Master Plan's Housing Affordability Performance Metric Model will include a dashboard for tracking, analyzing, and displaying data to determine the overall performance of each municipality's progress in addressing its affordable housing needs. The dashboard will also enable each municipality to track their progress relative to other municipalities in Broward County.

The above dashboard is a mock-rendition, created using Tableau of a potential municipal dashboard, tracking relevant housing affordability metrics.

Municipality	Existing Owner Housing Affordability Gap	Existing Renter Housing Affordability Gap	Number of Affordable Housing Units Produced 50% 80% of AMI	Number of Affordable Housing Units Produced 81% 120% of AMI	Number of Affordable Housing Units Preserved 50% 80% of AMI	Number of Affordable Housing Units Preserved 81% 120% of AMI	Amount of Dollars Generated for Affordable Housing Production and Preservation
Coconut Creek							
Cooper City							
Coral Springs							
Dania Beach							
Davie							
Deerfield Beach							
Fort Lauderdale							
Hallandale Beach							
Hillsboro Beach							
Hollywood							
Lauderdale by the Sea							
Lauderdale Lakes							
Lauderhill							
Lighthouse Point							
Margate							
Miramar							
North Lauderdale							
Oakland Park							
Parkland							
Pembroke Park							
Pembroke Pines							
Plantation							
Pompano Beach							
Sea Ranch Lakes							
Southwest Ranches							
Sunrise							
Tamarac							
Weston							
Wilton Manors							

The above table is a mock-rendition of a potential municipal dashboard, tracking relevant housing affordability metrics.

APPENDIX IV

URBAN LAND INSTITUTE ADVISORY PANEL REPORT

BB&T CENTER
BROWARD COUNTY, FLORIDA
JUNE 5 -10, 2016

A ULI Advisory Services Panel Report

BB&T Center
Broward County, Florida

June 5–10, 2016

Urban Land Institute

A ULI Advisory Services Panel Report

BB&T Center
Broward County, Florida

Transforming an Arena Site into an Iconic and Dynamic Destination

June 5–10, 2016

Urban Land Institute

About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 39,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover photo: Daniel Lobo/ULI.

2001 L Street, NW
Suite 200
Washington, DC 20036-4948

About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Appreciation also goes to the more than 60 people interviewed for the project—residents, developers, businesspeople, consultants, and nonprofit and government staff members. By shedding light on the realities facing the BB&T Center site, the city of Sunrise, and all of Broward County, the interviewees helped the panel craft informed recommendations. The enthusiasm and commitment of the interviewees were vital to the success of this effort.

The panel extends special thanks and recognition to the following individuals and groups who were critical in supporting the panel's work: Rob Hernandez, deputy county administrator, Broward County; the Broward County staff; and Lou Sandora, economic development director for the Sunrise. The panel would also like to thank the entire city staff for their coordination and support throughout the entire process.

Finally, the panel would like to acknowledge ULI Southeast Florida/Caribbean, a ULI district council that is leading efforts to address regional and local development issues important to Broward County. The council's engaged members continue to develop the efforts recommended by the panel that will foster thriving and sustainable communities. In this work, they are an invaluable resource.

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Background and the Panel's Assignment

BROWARD COUNTY AND THE CITY of Sunrise recognize the great potential presented by redevelopment of the BB&T Center site to be a major hub for activity in an area eager for broad transformation. To renew redevelopment interest among the region's various stakeholders, Broward County asked the ULI Advisory Services panel to develop a comprehensive vision that complements existing uses, local communities, and current construction projects within the west Broward County study area. Broward County emphasized the importance for recommended strategies and proposals to generate positive economic returns on a regional scale.

The study area is confined by the Sawgrass Expressway, Hiatus Road, and the canal along Interstate 595. This 10.6-square-mile area includes both the jurisdiction of the Sunrise and parts of the city of Plantation. In addition to the BB&T Center, the study area includes a variety of residential, commercial, and office developments. Under the direction of the Board of County Commissioners, Broward County currently owns the land on which the BB&T Center site is located.

Completed in 1998, the BB&T Center not only is home to the Florida Panthers National Hockey League team, but also serves as a major regional civic, sports, and entertainment venue. The 872,000-square-foot arena is the largest arena in Florida, with a seating capacity of 20,763 for concerts and 19,250 for hockey games. Starting from the project's completion date, Broward County estimates the BB&T Center to have an economic life of 30 to 35 years.

The primary function of the arena has been to house the Panthers, a team that is under a license agreement with Broward County through 2028. However, the team could relocate after that date. While the Broward County

Site location and study area.

The arena site and nearby uses.

government considers the Panthers a vital partner in promoting and facilitating redevelopment of the BB&T Center site, it also recognizes the importance of developing flexible site scenarios.

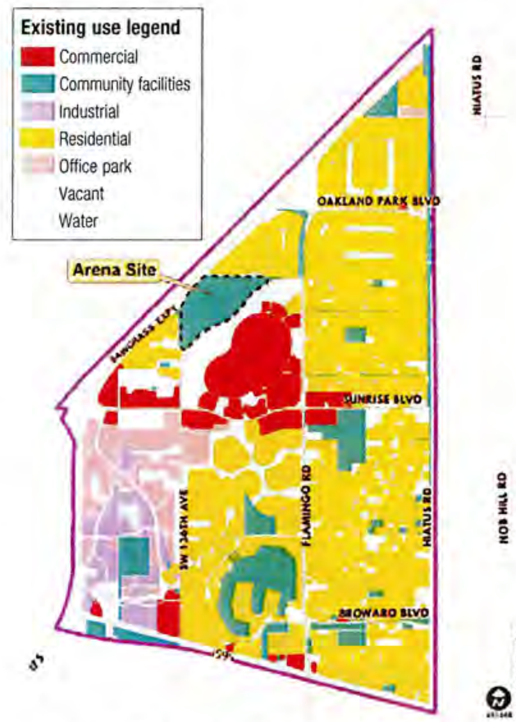
The entire BB&T Center site consists of six parcels totaling 143 acres. Three parcels can be built upon and are the focus of the panel's redevelopment proposals; the other three parcels contain plat restrictions for wetlands or drainage.

The site has 7,500 parking spaces, provides access to the Sawgrass Expressway, and borders several eight-lane roadways, all of which makes the site an automobile-centric facility and limits the viability and sustainability of the BB&T Center. Because the expansive surface parking lot does not create an engaging or long-lasting recreational and commercial experience that encourages people to arrive early or stay after events, it fails to capture the economic benefits of those visitors. This is an opportunity lost.

Connecting visitors and local residents to the BB&T Center is a primary concern of Broward County. In addition to access to Sawgrass Expressway/I-75 and I-595 via NW 136th Avenue, the site is served by express bus service that departs from a park-and-ride facility at the site's southwest corner, taking commuters to downtown Fort Lauderdale and Miami.

The perimeter circulation for the arena site is defined by exits onto NW 136th Avenue at four points along the southern border and by exits onto Pat Salerno Drive at three points along the northern border. The Florida Turnpike Authority is studying the feasibility of introducing a northbound ramp onto Sawgrass Expressway/I-75 at Pat Salerno Drive—a project that would have long-term impact on traffic flow within and around the study area. Overall, the dominance of parking spaces and the primacy of automobile circulation challenge the current development potential of the arena site.

Broward County has introduced new zoning classifications such as transit-oriented development (TOD) and local activity center (LAC), aiming to redefine commercial



Business uses, master-planned residential space, semirural residential space, a corporate business park, and a regional outlet mall surround the arena site, which is zoned for industrial uses, though classification changes are allowed.

and residential uses to facilitate higher-density development and improve local conditions. These measures are intended to foster greater economic benefits and improve the quality of life of those living and working in the region.

Sawgrass Mills mall, the primary commercial center in the study area and the largest single-story mall in the United States, is situated directly across NW 136th Avenue from the BB&T Center. Thousands of people are drawn each year to the more than 300 shops encompassing almost 2.4 million square feet of retail space. The mall has become an essential destination for international tourists, especially from Latin America. Sawgrass Mills recently completed an 82,000-square-foot expansion and plans to add upward of 400,000 square feet of new space.

Several nearby construction projects are underway. Judged by potential development, the study area will

JEREMY MONTE/ULI

The entrance to the Sawgrass Mills Fashion Row.

evolve into an urban core in western Broward County that will feature the following:

- American Express Corporate Center—a 41-acre site with 822,000 square feet of office space, scheduled to open by 2018; the center is projected to consolidate American Express operations and add to the more than 3,000 jobs the company has already brought to the region.
- Metropica—a planned $1.2 billion mixed-use development that will include 1,750 residential units (75 percent high rise, 25 percent over commercial space); 485,000 square feet of retail/entertainment space; 600,000 square feet of office space; a boutique hotel; and a transit-station hub along the Mall Ring Road for the Broward County Transit and municipal bus services.
- Westerra—an office-focused, mixed-use complex incorporating 1.6 million square feet of office space, 400,000 square feet of retail space, 1,500 residential units, and a 300-room hotel. Another 300-room hotel is planned on Sunrise Boulevard just down the road from Westerra, adjacent to the Sawgrass Expressway.

American Express's new regional headquarters under construction.

DANIEL LOBO/ULI

The panel also considered six substantial residential developments near the arena site:

- Tao at Sawgrass, a two-tower condominium building with 396 residential units;
- Portico, a 417-unit luxury rental apartment development under construction;
- Artesia, condominiums and fee-simple townhouses with a 30 percent rate of rental occupancy and in the final phase of construction;
- Nexus, which provides one- to three-bedroom rental units;
- AMLI Sawgrass, which provides one- to two-bedroom rental units; and
- Sawgrass Preserve, a 300-home subdivision immediately south of the arena property.

The panel also evaluated projects within the region that may be in direct competition with development in and around the site, including the following:

- American Dream Miami—a 195-acre development containing a mall, amusement park, and water park, plus 3.5 million square feet of retail space, a 2,000-room hotel, an indoor skiing facility, and a recreational lake; and

DANIEL LOBO/ULI

A model of the future Metropica site.

- The Graham Companies Employment Center—a 3 million-square-foot business park directly south of American Dream Miami with 1 million square feet of commercial space, 1.5 million square feet of office space, 2,000 multifamily rental units, two 300-room limited-service hotels, and two 500-room full-service hotels.

In addition to the completed and upcoming development projects, the study area is home to several acres of natural amenities. Nineteen acres of wetlands, including a protected archaeological site, are spread across the site's northwest corner. Across the Sawgrass Expressway, both the 660-acre Markham Park and the much larger protected Florida Water Conservation Area, a part of the Florida Everglades, provide extraordinary views for buildings facing west and visitors traveling via the expressway. With the BB&T Center elevated to about 29 feet above sea level and the rest of the site six to eight feet above sea level, the possibility of providing unobstructed views of these natural assets is of great value to prospective developers and visitors to the arena.

Like the rest of Florida, Broward County is no stranger to the impacts of climate change. Long-range planning efforts by the county continue to focus on sustainable and resilient development strategies to exceed the base flood elevation (BFE) mark set by the Federal Emergency Management Agency (FEMA). The current system for surface water management directs runoff into dry retention areas that overflow into wetland and lake areas for treatment, with additional measures to provide protection from potential flooding.


DANIEL LOBO/ULI

Aerial view of the BB&T Center and study area.

On-site infrastructure and an elevated building site add to the marketability of future development of the BB&T Center in a region where rising sea levels and increased frequency of 100-year storms is a real concern.

The Panel's Assignment

Broward County asked the ULI Advisory Services panel to develop proposals for redevelopment of the BB&T Center site. The panel focused on the following issues:

- *Development and economic potential:* short- and long-range development scenarios and challenges given current and projected market conditions;
- *Design and sustainability principles:* potential approaches to overall development in the area;
- *Connectivity:* how to improve the site's connections with the surrounding area; and
- *Implementation:* how to phase development and allow for flexibility in accommodating varying market demands.

In focusing on these issues, the panel looked at specific questions in each area.

Development and Economic Potential

- What uses, design principles, and sustainability practices—including development density thresholds, streetscape designs, building placement/form standards, landscapes, and green infrastructure—should guide the development vision for the site to ensure that high-quality development occurs?
- Which potential forward-thinking approaches to urban design, architecture, site planning, and environmental design should be considered in an overall development concept?

Design and Sustainability

- What short- and long-range development scenarios and challenges does ULI envision for this site given current


DANIEL LOBO/ULI

The panel tours the BB&T Center.

and projected market conditions, and what site, environmental, and political aspects should be considered?

- Would it be feasible or beneficial to use existing natural resources, including the wetlands area, to create open spaces that are both nature-based and urban in form and character?

- How can the project be positioned with respect to the Westerra, Metropica, and Sawgrass Mills developments—all of which have significant unbuilt entitlements for residential, commercial, retail, and hotel development—and how can the project be positioned with respect to the larger context of the proposed American Dream mall development in Miami-Dade County?

Connectivity

- How can future development improve site circulation and vehicular, transit, bicycle, and pedestrian connections to better connect the site and maximize the opportunities presented by its proximity to surrounding developments, neighborhoods, the Florida Everglades, and the region?

Implementation

- How should development on the site be phased to create and accommodate flexibility in varying market demands during the life of the project? How should development be phased to maintain a balance of density and uses to ensure success during each phase?

- What additional tasks should Broward County or Sunrise undertake, and which additional areas should they study or design?

Summary of Analysis and Recommendations

AN ANALYSIS OF THE BB&T ARENA site's development potential suggests that though initial demand for new development will be moderate, over time more opportunities will exist for a variety of uses at varying densities. The panel's recommended strategy focuses on realistic and organic growth of the residential, entertainment, and office markets with a strong potential for large entertainment uses.

The panel's recommendations for market potential, sustainability and site scenarios, connectivity, development strategies, and implementation are envisioned as general guidelines to support a robust framework for long-term regional growth.

The panel recommends the following:

- Recognize the district beyond the site.
  - Support planning that encompasses the broad area.
  - Propose a connection with Sawgrass Mills.
  - Support a new northbound ramp to Sawgrass Expressway.
  - Build an identity for "Downtown West Broward."
- Plan for long-term flexibility.
  - Consider post-2028 scenarios with and without the arena and the Panthers.
  - Consider gaming, such as a destination/casino resort.
  - Review the lack of an office and tech employment center.
- Capture immediate opportunities.
  - Focus on an entertainment mixed-use core, including a boutique hotel and new housing.
  - Create a plaza for civic benefit, with programming that engages the community.
  - Add a sports field with subsurface compensatory stormwater storage.
  - Promote "edu-tainment" for the wetlands, such as an archaeological site.
  - Consider demand for family entertainment.
  - Limit cross-competition in the market.
- Use all available tools to kick-start community and economic benefits.
  - Leverage and defer land value gains in public/private partnerships.
  - Secure a long-term cash-flow stream from the tax base, from a participating ground lease, and from agreements to share net operating income.
- Champion the site.
  - Create the Downtown West Broward Leadership Council, with private sector and public official cochairs to manage the process and serve as an advocate for the district overall.
  - Focus attention on site development; do not wait to schedule meetings; do not delay the process; construct a request for proposals (RFP); and engage the public quickly and efficiently.

Development Potential

USING MARKET DATA, stakeholder interviews, and its own development experience, the panel concluded that to ensure successful site development in the short and long terms, the mix of uses must be complementary. The panel also assessed options that consider the Panthers' lease expiration in 2028.

Demographic Overview

Sunrise has experienced consistent population growth since 2010, following a decline of 1.6 percent from 2000 to 2010. With a growth rate of 1.6 percent over the past five years (2011–2016), the city is growing at a faster rate than is Broward County and the rest of Florida. In addition, the city's projected growth of 1.2 percent over the next five years is on par with that of its neighboring cities. For Sunrise, the expected addition of about 6,000 people between 2016 and 2021 represents 2,300 new households. Whereas the study area predominantly consists of single-family suburban neighborhoods, potential developments, with and without entitlements, would bring smaller units to the market, expanding the market's appeal to more one-person households and couples without children.

The demographic data also show a growing Hispanic population that now makes up one-third of the study area's population. From 2000 to 2014, Hispanic population growth was 93 percent for the study area and 77 percent for Broward County. Because of the city's suburban location and historical development patterns, forecast data led the panel to propose an increase in density to manage population growth.

Age Distribution

Sunrise's population leans heavily toward the older end in age distribution with approximately 46 percent of heads of household age 55 and older. Due to aging demographic groups, Sunrise's development patterns historically have been characterized by low-density development that targets homeowners instead of renters. Only about 15 percent of the city's households are within the millennial age range of 25 to 34, an indication of the untapped millennial housing market. Any proposal for development that targets young working professionals would need to consider this demographic group's financial capabilities.

Head of Household Age Distribution, Sunrise

Age	% of total
22–34	15%
35–44	18%
45–54	20%
55–64	19%
65+	27%

Sources: Claritas; American Fact Finder.

Population Growth

	Population			Annualized growth	
Area	**2010**	**2016**	**2021**	**2010–2016**	**2016–2021**
Sunrise	84,439	92,636	98,499	1.6%	1.2%
Broward County	1,748,066	1,896,994	2,017,374	1.4%	1.2%
Florida	18,801,310	20,299,288	21,515,406	1.3%	1.2%
United States	308,745,538	322,431,073	334,341,965	0.7%	0.7%

Sources: Claritas; American Fact Finder.

Income Distribution

Sunrise has a median household income of $49,370, lower than that of other cities in the study area, which have median household incomes that range from $67,548 to $115,556. About half the households in Sunrise earn less than $50,000 annually, compared with 37 percent of households in Plantation and 26 percent of those in Weston. Most new development appears to cater to people who earn between $50,000 and $100,000, which is about 30 percent of Sunrise residents.

More than 70 percent of current study area residents have moved to the area since 2000, and almost 50 percent of inbound migration comes from Miami-Dade County, making Sunrise a cost-effective submarket for those working outside the city of Miami.

Household Income, Sunrise

Income	% of total
Under $50,000	50%
$50,000–$75,000	18%
$75,000–$100,000	12%
Over $100,000	20%

Sources: Claritas; American Fact Finder.

Market Trends, Opportunities, and Risks

Using information gathered through stakeholder interviews, conversations with local brokers, and research produced by those brokerage firms, the panel analyzed the site's development potential, focusing on existing competition at Sawgrass Mills mall, Sawgrass International Corporate Park, current developments at Metropica and Artesia, and entitled developments at Westerra. The panel's analysis also took into account current market conditions and the proposed timeline for site development.

Residential

The study area contains 10,574 units, almost a quarter of which were built in the past 15 years. In 2014, median rents, median home values, and vacancy rates in the study area were all stronger than county averages. Although the value of homes has been steadily rising since 2011, the volume of transactions has been decreasing since mid-2015, indicating a slowdown in the homeownership market. In addition, new supply at Artesia, Metropica, and Westerra presents significant local competition.

The apartment market has been strong coming out of the national recession, with vacancy rates topping 10 percent only twice in the past five years. Although absorption was weaker in 2015, the past four years have been stronger, with absorption averaging 200 units per year. Rent growth has been steady, with rents rising by 5 to 7 percent annually since 2011. Monthly rents for apartments are under $1,500. Home values in most of the study area fall within the range of $200,000 to $300,000.

The market has yet to pull in millennial demand with state-of-the-art residential product. New employment sectors would also help open opportunities to attract millennials to Sunrise.

One primary weakness in the apartment market is that a population weighted toward those 55 and older tends toward homeownership, which their income levels can support. In addition, renters and homebuyers want to remain close to employment centers and central business districts in Miami and Fort Lauderdale, and apartments near those cities will always compete with developments in the study area. Demand can be cultivated through smart development practices and marketing, but rents must climb to support such development, and the panel does not believe that rents have yet hit the threshold needed to justify high-density development. Requirements for structured parking have also complicated the development of both apartment and office properties.

Office

The office market has also held strong, with a vacancy rate of 10 to 12 percent. Most of the inventory is in Sawgrass International Corporate Park, one of south Florida's largest corporate centers, providing 20,000 office and light-industrial jobs. Rent growth has also been steady since 2012 and, pending preleasing activity, could spur development. International and regional firms have a strong presence in the area, represented by HBO Latin America and the construction of the American Express Corporate Center. In addition, potential exists to tap into an emerging technology sector and foster a relationship with a regional educational institution to develop office space.

Market data indicate a lack of office leasing velocity and market depth; it is therefore difficult to justify speculative construction at a large scale without preleasing activity or knowledge of tenants in the market. With three years of net supply growth, absorption has been staggering since 2012. A low vacancy rate combined with rent growth is typically a precursor to new development, but the demand picture has not yet cleared to justify new office development.

Retail

As an international commercial destination, Sawgrass Mills mall continues to lead Sunrise and the region in retail performance. The mall, one of the largest tax-revenue generators in the state and a huge employment driver, has a critical influence on Sunrise and its ability to attract development at the BB&T Center site. About 28 percent of the jobs in the study area are in the retail sector, and many of those are at Sawgrass Mills. The expansion of the mall and new developments at Metropica will add to the destination environment that Greater Broward County needs. The market data suggest a strong retail industry, with vacancy rates consistently below 9 percent, and steadily growing rents.

The American Dream mall presents significant regional competition, with its retail and entertainment space, plus hotel rooms, as does the Graham Companies development, with retail space, residences, a business park, and hotel rooms. Though these developments are still in the planning stages and not fully entitled, the panel factored in their expected construction and leasing because of the significant impact the American Dream mall will have on every property type in the Sunrise market.

Although the American Dream mall will affect Sawgrass Mills, the panel believes that impact will be limited because the American Dream mall is theme-park focused and its product pricing will be at market rates instead of outlet rates.

Sustainability and Resilience

BROWARD COUNTY AND THE COMMUNITY suggested that the panel focus on aspects of sustainability, such as balanced resource use, and pay specific attention to the Everglades, energy, and water.

A successful revitalization of the BB&T Center requires an understanding of several natural features in the region as well as their impact on the direction of future development.

High-priority actions as determined by Broward County. Each number refers to actions as categorized in the Broward County Climate Action Plan document.

Contribute to local, regional, and state climate planning efforts (#1)
Support the Southeast Florida Regional Climate Compact (#3)

Lessen the cumulative impacts to natural systems (#16)
Support Everglades Adaptive Restoration (#17)
Develop habitat buffer zones (#18)
Increase the number of miles of living shorelines and dunes (#19)

Continue local water conservation programs (#24)
Monitor and protect wellfields (#27)
Develop alternative water supply strategies (#28)

Accelerate government operations' GHG-reduction efforts (#35)
Implement a Better Buildings Challenge (#36)
Support third-party retail power purchase agreements (#48)
Increase rooftop solar on county facilities (#49)
Actively pursue the installation of alternative-fuel-vehicle infrastructure (#50)

Encourage FEMA to consider sea-level rise in flood map updates (#59)
Analyze sea-level rise, drainage, and hurricane impacts (#68)
Develop adaptive management strategies (#69)
Apply models to develop resilient design standards (#70)

Educate the community on climate change (#81)
Engage volunteer corps (#86)

BROWARD COUNTY/ULI

The panel considered various design principles, provisions for open spaces, the value and constraints presented by the proximity of the Everglades, and the general connectivity of the region. In this section of the report, the panel presents an overview of best practices, emphasizing environmental and quality-of-life factors specific to the arena site.

Broward County Climate Action Plan

Published in 2015, the Broward County Climate Action Plan (CCAP) provides nearly 100 guidelines for mitigating greenhouse gas emissions and improving community resilience.

Several strategies from the CCAP are relevant to the BB&T Center and the entire west Broward County study area and should be pursued as soon as possible, either before the initial stages of redevelopment or in parallel with the development plans, which are outlined later in this report.

Primary Goals

The panel recommends further examination of the following CCAP primary goals:

- **Monitor and protect well fields** by applying a model of the sustainable use of the Floridian aquifer to the potable water supply.
- **Develop alternative water supply strategies** in coordination with all utilities and municipalities. As stated in the Broward County Regional Master Reuse Plan, before implementing water reuse strategies, the county, in collaboration with federal and state agencies, should evaluate reuse water interaction with, and impacts on, the natural systems. Over time, pursue the advancement of the C51 reservoir to ensure the long-term vitality of the county, the state, and the greater interstate region.

Aerial view of east Sunrise.

- **Apply models to develop resilient design standards** at a regional scale. This step can be used as an opportunity to increase the percentage of pervious areas by implementing appropriate regulations for new construction, redevelopment, additions, retrofits, or modifications of property.

Secondary Goals

In addition, the panel has identified secondary CCAP goals also applicable to the study area:

- **Adopt adaptation standards and enhance the resilience of county-owned infrastructure** that contributes to climate change and sea-level rise; address mitigation and adaptation policies contained in the land use plan. Such adaptation policies should incorporate infrastructure design and construction standards, such as the installation of LED streetlights and garage lighting on new roadways and parking facilities. These policies should have a long-term goal of converting existing systems and installing alternative-fuel-vehicle infrastructure.
- **Improve the resilience of buildings and structures** using local zoning and code requirements, and provide prospective homebuyers and businesses with a checklist tracking adherence to these requirements. Policy changes should encourage climate-resilient construction, with special attention paid to the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) standards in building and community design.
- **Engage the private sector to develop strategies** for adapting energy infrastructure to be more resilient, including new regional power-generation facilities, transmission infrastructure, and gas and liquid fuel distribution systems. Systems can also be protected from infiltration of floodwater through coordination with utility companies and municipalities.
- **Determine the health and value of natural systems** using vulnerability or risk-assessment standards. Focus support for the Everglades adaptive restoration effort—overseen by the U.S. Army Corps of Engineers, Florida Department of Environmental Protection, U.S. Fish and Wildlife Service, U.S. Geological Survey, National Park Service, and South Florida Water Management District—by developing habitat buffer and transition zones and by continuing local water conservation programs.
- **Increase the planting of diverse native vegetation** by encouraging urban reforestation and use of green infrastructure. Offer grants for increasing the tree canopy and incentivize green roof structures, thereby helping reduce the urban heat-island effect.

Green Space and Infrastructure Goals

Green infrastructure is flexible and resilient and allows the local government to maximize limited public dollars to achieve multiple goals with a single investment. Although typical green infrastructure practices focus on protecting water quality, green infrastructure can also achieve co-benefits, such as improved public health, a higher quality of life, and economic development.

Broward County is committed to protecting and enhancing local and regional ecosystems and to optimizing the co-benefits of habitat restoration, deployment of coastal buffers, wetland mitigation, urban reforestation, and expanded use of green infrastructure. The county is committed to creating a healthy, enjoyable, and climate-resilient environment. The panel recommends the following green space and infrastructure elements to help the county achieve sustainable and resilient development:

- **Bioswales** provide excellent stormwater protection for streets, homes, and businesses.
- **Newly planted trees** create shade, clean the air, and increase property values.
- **Greenways** offer residents and visitors the opportunity for physical activity and stress reduction while reducing the urban footprint.
- **Habitat-protection strategies** preserve areas of high biodiversity, protect areas around trees from paving, mimic the natural hydrology for site drainage where possible, and minimize use of impermeable materials to reduce water runoff.
- **Landscaping that preserves or restores native plants** improves site biodiversity.
- **Roofing and paving materials** with appropriate albedo and emissivity minimize the heat-island effect.

Energy Use Optimization and Generation

Broward County should set a target of "near net zero" energy and water use in the proposed district's design, construction, and operational outcomes. If such an approach is considered for the site, a life-cycle return on investment will be an integral part of the organizational programming/feasibility design plan from the outset. *Net-zero energy* is defined as the ability of a facility to generate all its needed energy on site through demand reduction and use of renewable energy sources.

Application of the following steps by Broward County will leverage the site as a sustainable asset for future developers.

Step 1: Design for Best Orientation and Envelope Design

- Optimize orientation for exposure to daylight, and minimization of glare and heat gain, as well as to address north winter wind issues/cooling.
- Explore the appropriate wall ratio/sill height to improve curtain-wall performance and daylight opportunities/restrictions.
- Explore daylight penetration to offset constructed lighting/levels of lighting.
- Optimize the facade and roof orientations for differing performance demands; for example, modification of glass types (and performance metrics) and insulated

Reviewing Financing Options Using DSIRE

According to the Database of State Incentives for Renewables & Efficiency (DSIRE), Broward County and potential developers currently have 27 financial incentive options for funding, fully or partially, efforts to reduce system and building energy use as well as for moving to more renewable and energy-efficient sources.

Florida offers a sales tax exemption on solar and combined heat and power systems, a renewable-energy production tax credit, and a property tax exclusion for residential renewable-energy property. The federal government offers several tax credits and exemptions as well as considerable funding for energy efficiency, weatherization, energy conservation, renewable energy, and other green programs via grant and loan programs. In addition, Broward County approved in 2016 a countywide property-assessed clean energy (PACE) program, providing an innovative form of financing for clean energy and resilience improvements for residential and commercial property owners across the county.

The DSIRE website includes a clickable map allowing users to search for policies and incentives by state.

DSIRE

wall sections through use of double/triple glazing, deep wall plenum/rain screens, and so on.

- Develop shading options for the facade; for example, use of external shading devices (while considering climate and maintenance implications).
- Develop shading options for the whole building; for example, use of a parasol for sun/rain screening.

Step 2: Design for Passive Systems—Moving Air, Use of Daylight

- Explore daylight penetration to offset electric lighting/levels of lighting and depth of floor plate.
- Use an atrium as a natural return air plenum with the thermal chimney effect.
- Employ a thermal mass of concrete structure and "basement."
- Use a tight facade and roofs to minimize air infiltration.
- Employ conditioned "irresistible" stairs between levels as an alternative to elevators.
- Understand passive systems, and know how to use the building in different seasons and at different times of day.

Step 3: Design for System Effectiveness

- Investigate differing parameters and building core thermal comfort strategies or differing delivery methods; that is, the circulation in conference rooms and workspaces should have different set points.
- Determine thermal comfort set point; use a wider range of wet bulb/dry bulb high/lows.
- Support LED systems and other lighting fixture efficacy —better lighting for human tasks/lighting level set points (less ambient and more task lighting).
- Use dehumidification methods centrally, such as an enthalpy wheel, desiccant approach, and others.
- Tie the system economizer to carbon dioxide sensors (building occupant loads); take a demand-side approach.
- Employ a dedicated outside air system, decoupling ventilation air from the primary heating and cooling system, perhaps through localized heating and cooling via radiant systems in occupied space.
- Reduce and vary air volumes.
- Provide raised-floor air distribution/displacement ventilation.
- Harvest daylight/adjust light levels and include on/off (occupancy) controls.
- Deploy and optimize integrated but easy-to-use building management systems (aligned to the operator), tying together (at a minimum) lighting, HVAC, and water systems.
- Provide smart controls and diagnostics that are nonproprietary and continually updatable.
- Use oversized ducts and pipes, and reduce the size of pumps and fans (and run the latter more regularly for efficiency).
- Use soft-start pumps and fans.
- Install geothermal systems via foundations.
- Provide nighttime air flush/open intake.
- Partner low-flow water fixtures with optimized pumping and day-tank placement.
- Localize water heating or waste-heat capture for water heating.
- Capture heat from the data center for thermal uses (air and water).
- Understand and use smart controls/building management systems, and provide ongoing training and optimization.

Step 4: Align Operator and Occupant Behavior

- Seek peer review of operations, including system-continuous commissioning (often supported by the public utility).

- Establish predictive/preventive maintenance protocols.
- Scan for energy-operational efficiency incentives from federal, state, local, and utility sources.
- Contract with equipment vendors who will maintain equipment to the highest standard.
- Hire/retain a level of capability to use the systems and optimize it.
- Create incentives/competition for reduction of energy use in the occupant space.
- Target information technology use in office spaces: 80 percent laptops, 20 percent desktops.
- Employ vending machine energy misers, and tackle other phantom loads.
- Provide/procure automatic turn off for copiers, flat screens, and desk/task lighting (for example, using motion sensors), and tackle other phantom loads.
- Provide for facility cleaning during the day.
- Ensure that lights are shut off at night and whenever not in use.
- Employ either green-grid power or an on-site, dedicated renewable power source for plug-in vehicles in the facility.

On-site energy strategy diagram.

- Promote facility energy stewardship through education, engagement, and innovation; deliver the message: "You are part of the net-zero equation."
- Use occupant local control of task lighting and air systems by monitoring raised-floor ventilation rates at diffusers, *not* with thermostats. Deliver the message to users: "You make your environment work best, and when you are not there, turn it off!"
- Recognize the value of wider temperature set points (cold days might be a bit colder).
- Participate in load-shedding efforts; at certain times of day, some aspects of energy use may be lowered (less lighting used), or laptops can be unplugged and run on battery power.
- Report wasteful energy practices.

Step 5: Choose the Right Energy for the Right Use

- Use natural gas for heating air and water (natural gas is *not* net zero but is more efficient than electricity).
- Use waste heat (from the data center, from kitchens) for heating air and water.
- Use geothermal approaches for air modification—via a well or foundation pier.
- Use energy storage—ice pond or other—but avoid chemical batteries.
- Use specialized solar photovoltaics to power electric vehicles for staff commuting or fleet.

Step 6: Employ On-Site Renewable Energy

- Provide rooftop/building-parasol orientation for solar collectors.
- Provide garage-rooftop building orientation for solar collectors.
- Use the power grid (net metering) as "the battery."

- Right-size the mix of electricity and heat/thermal generation by using coolant from the solar collectors for radiant heating and for hot water generation.
- Minimize energy loss by using power inverters—establish a facility system that employs direct current (DC) power.

Regional Water Supply Management and Protection

The impacts of climate change present serious issues for sustainable water management; they affect water and wastewater infrastructure, drainage and flood-control operations, and the quality and abundance of water supplies. An effective response requires the coordinated efforts of government agencies and service providers and a holistic approach that treats water supply, disposal, and management as integrated systems.

In southeast Florida, climate change is predicted to influence precipitation patterns and affect both water supply and water management practices. Fewer storms, drier winter and spring months, and an increase in local evapotranspiration rates (water lost to the atmosphere through evaporation and plant transpiration) will increase the frequency and severity of droughts, while less frequent but more intense storms will tax water management systems, causing both inland and coastal flooding.

These impacts will be compounded by sea-level rise. Coastal wellfields will be lost because of saltwater intrusion, and water management operations will be constrained because of increases in groundwater levels and reduced discharge potential at canal-water control structures. In addition, sea-level rise from climate change is threatening the Florida Everglades, the backbone of Broward County's natural resource system, highlighting the urgent need to restore the wetlands.

Addressing the impacts of climate change requires finding ways to consistently maintain adequate high-quality water supplies for all local communities. It will be necessary to use strategies to reduce the cost and energy demands of alternative water supplies, to consider future conditions with respect to the placement of infrastructure, and to make investments in new and upgraded infrastructure to maintain essential drainage and flood-control operations. An improved delivery and distribution of water flow would provide both natural resources and benefit the water supply.

The county must propose practical solutions today to help mitigate the impact of climate change on its future water supply. The county must try to optimize water resource use, with conservation being paramount, and develop new sources that are less vulnerable to changing climate conditions. The challenge will be to implement these necessary projects without markedly increasing energy consumption—a difficult task that underscores the value of conservation as a priority strategy. Policy and regulatory changes, funding for infrastructure, development of alternative water supplies, public education, and exploration of new finance strategies will all be necessary to make significant progress and may require collaboration between the city, county, state, and federal governments.

The panel suggests that Broward County develop integrated water management plans that include water utilities, wastewater service providers, water managers, and partners to the Southeast Florida Regional Climate Change Compact in joint assessment and planning strategy. This coordinated plan needs to address stormwater use and disposal, traditional and alternative water supplies, wastewater disposal and reuse, and water conservation measures.

These actions will help the area maintain an adequate water supply; develop decision-support tools necessary to build community resilience and increase the resilience of natural systems through water resource management; and ensure that future generations in the county have access to the same natural resources.

Water Use Optimization and Reuse

Several development principles exist that Broward County can apply to the redevelopment of the arena site to reduce water consumption, improve building standards, and

An example of natural-vegetation green space.

fulfill "net zero water" aspirations. Employing a variety of systemwide projects and regulating building design and infrastructure standards can ensure the long-term viability of the arena site through the current century and into the next. Broward County should aim for a strategy that calls for half of all water use to involve low-flow fixtures.

For the greater west Broward County study area, low-flow fixtures can reduce water use by 40 percent or more. No-flow fixtures, such as waterless urinals, should also be strongly considered as a long-term strategy for further minimizing water use.

For structures on the BB&T Center site, rainwater collected from roofs, water collected through condensation, and any groundwater from sump pumps and garage perimeter drains can be treated and stored for use by cooling towers, toilets, and purple-pipe irrigation external to buildings. The internal purple-pipe systems can distribute graywater and possibly blackwater from sinks, showers, and cooling-tower blowdown to be used by internal systems; variation would be based on the level of contamination and treatment. Base filtration, with the possible addition of some chemical when necessary, can treat nonpotable water collected on site. Concrete or prefabricated cisterns used for storage in garage levels and corners and under ramps will need to be adjusted according to supply flow and demand.

Bioswales and other permeable natural surfaces are ideal for stormwater management. Also, the panel recommends that Broward County consider applying geothermal systems where practical because these systems use less water than typical cooling-tower systems.

The Everglades and Wetlands Stewardship and Opportunity

Wetlands serve as natural water-filtration systems, water-storage areas that provide flood protection, and important aquifer recharge areas or areas where groundwater is replenished. In addition, wetlands have recreational, historical, scientific, and cultural values; provide places to hunt, fish, canoe, boat, bird-watch, and photograph wildlife; and provide natural scenic vistas for nature lovers and artists.

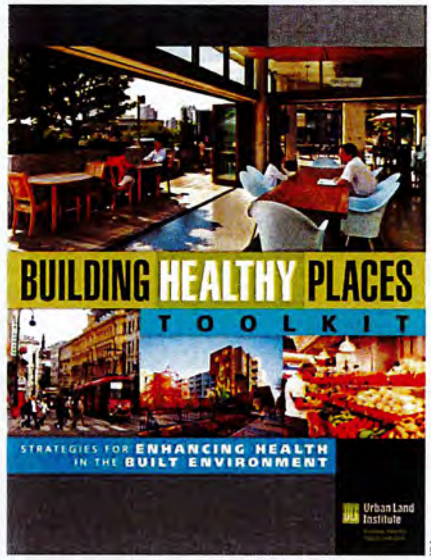
Home to a wide range of animals and insects, wetlands provide large volumes of food that attract many animal species. Many U.S. breeding bird populations—including ducks, geese, hawks, woodpeckers, wading birds, and songbirds—feed, nest, and raise their young in wetlands. Fish use inland and coastal wetland areas for spawning and nursery areas.

The Florida Quality Developments program was created to encourage development that has been thoughtfully planned to consider the protection of Florida's natural amenities, the cost to local government of providing services to a growing community, and the high quality of life Floridians desire. The South Florida Regional Council oversees the Florida Quality Developments program and is charged with reviewing projects deemed developments of regional impact (DRIs)—defined by Florida law as "any development which, because of its character, magnitude, or location, would have a substantial effect upon the health, safety or welfare of citizens of more than one county." DRIs typically include projects within two miles of an Everglades Protection Area, such as the project proposed by the panel at the arena site. Potential developers should review DRI guidelines and consider DRI viability as they shape their final proposal for the site.

ULI Building Healthy Places Initiative

The panel recommends that west Broward County integrate principles for building healthy places into its vision of the region to connect placemaking efforts. Launched in July 2013, the ULI Building Healthy Places Initiative is a multifaceted program that uses research, publications, and advisory activities to leverage the power of the Institute's global networks to shape projects and places in ways that improve the health of people and communities.

The initiative's publication *Building Healthy Places Toolkit: Strategies for Enhancing Health in the Built Environment* provides developers, owners, property managers, designers, investors, and others involved in real estate decision making with strategies and recommendations for creating places that offer communities a healthy and socially engaging environment that is both conducive to physical activity and supplied with healthy food and drinking water. The report outlines 21 recommendations for promoting health at both the building and the project levels and provides an extensive review of existing health literature and practical solutions implemented across the world. These recommendations, where applicable, should be incorporated into the vision for Downtown West Broward.



ULI

Connectivity

WESTERN BROWARD COUNTY is an automobile-dominated environment, and most of the infrastructure in the immediate vicinity of the BB&T site favors automobile traffic.

The study area would benefit from a comprehensive branded wayfinding system for vehicles, bicycles, and pedestrians. New wayfinding would direct motorists from the Sawgrass Expressway to major destinations, help pedestrians find their way, and guide bicyclists from regional bike accommodations to the local bike network. Sunrise's Leisure Services Master Plan includes several useful implementation ideas that should be considered as part of a future development vision. The panel strongly recommends that the city pursue a regional wayfinding signage program.

Vehicles

The Sawgrass Expressway provides regional access to and from the BB&T site, and I-75 and I-595 provide regional access to and from the greater western Broward County area. The Sawgrass Expressway's interchanges with Sunrise Boulevard and Oakland Park Boulevard experience weekday peak-period congestion. Sunrise Boulevard has long delays and queues during weekday peak periods, especially between the Sawgrass Expressway and Flamingo Road. However, NW 136th Avenue/Panther Parkway has surplus capacity during the weekday peak periods.

After Panthers hockey games and concerts, the mass exodus of people causes delays along NW 136th Avenue/Panther Parkway. Most people interviewed by the panel indicated that event-related congestion was relatively minor to the south, whereas the NW 136th Avenue/Panther Parkway intersections with Pat Salerno Drive and Flamingo Road experienced longer delays. However, limited opportunity and limited local support exist for adding through-lanes to the existing surface streets.

Florida's Turnpike Authority is studying capacity expansion options for the adjacent Sawgrass Expressway. Its preliminary evaluation supports expanding the main line from three to five lanes in each direction. Five lanes would include three general-purpose lanes and two express lanes. The project also includes a new interchange at NW Eighth Street, as well as major interchange improvements at Sunrise Boulevard and Oakland Park Boulevard.

Sunrise and the BB&T Arena also support adding new ramps to and from the north at the Pat Salerno interchange. Although the new ramps might ease congestion at the ramps on Oakland Park Boulevard and Sunrise Boulevard, they would provide only partial benefit to the turnpike and would increase the interchange costs from $45 million to $57 million. Although not opposed to the ramps, the Turnpike Authority is not interested in absorbing the additional cost if the new ramps would be of limited benefit.

Recommendations

The panel recommends the following infrastructure improvements to accommodate future traffic growth from redevelopment of the BB&T site and continued development in the region:

An example showing how a quarter-mile segment of Panther Parkway could be narrowed to a four-lane divided roadway.

R.A. SMITH NATIONAL INC.

- Support Florida's turnpike expansion plans and interchange improvements for the Sawgrass Expressway.

- Continue to support the northern ramps at the Pat Salerno Drive interchange, but recognize that that support will be a political and financial decision.

- Narrow the travel lanes along NW 136th Avenue/Panther Parkway between Sunrise Boulevard and Flamingo Road. Eliminate one travel lane in each direction between Red Snapper Road/Gate 6 and Orange Grove Road/Gate 5 to provide a four-lane divided roadway. This modified roadway section will create a safer environment for vehicles, pedestrians, and bicycles.

- Require a comprehensive traffic evaluation of the BB&T redevelopment project as part of the approval process. The traffic study should incorporate the findings of Sunrise's forthcoming transit-oriented development traffic study.

- Implement an adaptive signal system to maximize the efficiency of both the existing and the planned roadway geometry.

- Promote access management strategies to improve safety and maximize the efficiency of the existing/planned geometry.

Transit

The area is well served by Broward County Transit. Four local routes serve Sawgrass Mills, and three of the four routes experience very strong ridership. The county plans to convert these successful routes to bus rapid transit within ten years. Two express routes operate from the park-and-ride lot located on the BB&T site and experience strong ridership.

The existing transit ridership base is predominantly transit dependent: most riders own one or no vehicles, and they have lower household incomes. This demographic mix is different from that associated with the recent and planned office and residential developments in the area, such as the American Express regional headquarters or Metropica.

The possibility of light rail in Sunrise was previously evaluated but rejected in part because projected ridership levels could not justify the costs. In addition, the estimated light-rail travel times were not significantly shorter than the travel times provided by local bus service, and future congestion on I-595 was expected to be relatively mild.

Recommendations

The panel recommends the following transit improvements to enhance connectivity and accommodate regional growth:

- Support the county's bus rapid-transit implementation plan.

- Continue to evaluate light rail as a long-term solution if projected ridership increases significantly.

- Develop local transit circulation system(s) to supplement the county's bus routes and provide connectivity between major destinations in western Broward County. These circulation systems could operate in a number of ways: one overall loop, or separate loops on the north (BB&T, Sawgrass Mills, and Metropica) and on the south (Sawgrass International Corporate Park), with a connector between them. The circulation system should be incorporated as the new developments are constructed and completed.

- Locate a county transit center on the BB&T site to take advantage of the existing park-and-ride lot, available land, and proposed land use interactions.

Pedestrians

The BB&T site has sidewalks along its frontage on both NW 136th Avenue and Pat Salerno Drive and has good regional pedestrian connectivity. However, minimal connectivity exists between the adjacent streets and the BB&T Center. To date, pedestrian demand at the BB&T Center has been limited because of a lack of nearby compatible land uses.

Similarly, the Sawgrass Mills site has limited pedestrian traffic from the adjacent streets except when special events are held at the BB&T Center. Some associated pedestrian flow exists between the two facilities. The mall has sidewalks along one side of each of its access roads, but connectivity is limited between the ring road and the mall building.

Florida has the second-worst pedestrian fatality rate in the country and the second-highest number of pedestrians killed in motor vehicle crashes (588 in 2014). Broward County has the second-highest number of pedestrian fatalities in Florida; Miami-Dade has the highest number, with 57 pedestrian fatalities in 2014. These sobering statistics further emphasize the need to improve pedestrian safety.

Recommendations

The panel recommends the following improvements to increase safety, enhance connectivity, and accommodate regional growth:

- Design internal pedestrian connectivity on the BB&T site among the proposed land uses.
- Incorporate a multiuse trail on the perimeter of the site as an amenity for the residents, office workers, and hotel guests. The large site size will allow a trail of more than two miles.
- Improve pedestrian crossings along NW 136th Avenue/ Panther Parkway.
    - Narrow NW 136th Avenue/Panther Parkway to improve its safety.
    - Conduct a study to determine the feasibility of lower speed limits.
    - Use midblock pedestrian-crossing treatments that align with the proposed plaza and pedestrian bridge across the Sawgrass Mills pond. These treatments could include enhanced crosswalks, pedestrian crossings on speed tables (if speed limits are lowered), high-intensity activated crosswalk (HAWK) signals, rectangular rapid-flashing beacons (RRFBs), or pedestrian bridges.


GOOGLE EARTH/LANDSAT

The BP Bridge in Chicago is an example of a high-quality pedestrian bridge that connects and enhances the surrounding landscape.

In addition, as pedestrian activity increases, the mall should consider adding sidewalks on the other side of access roads, and it should consider providing links between the ring road and the building.

Bicycles

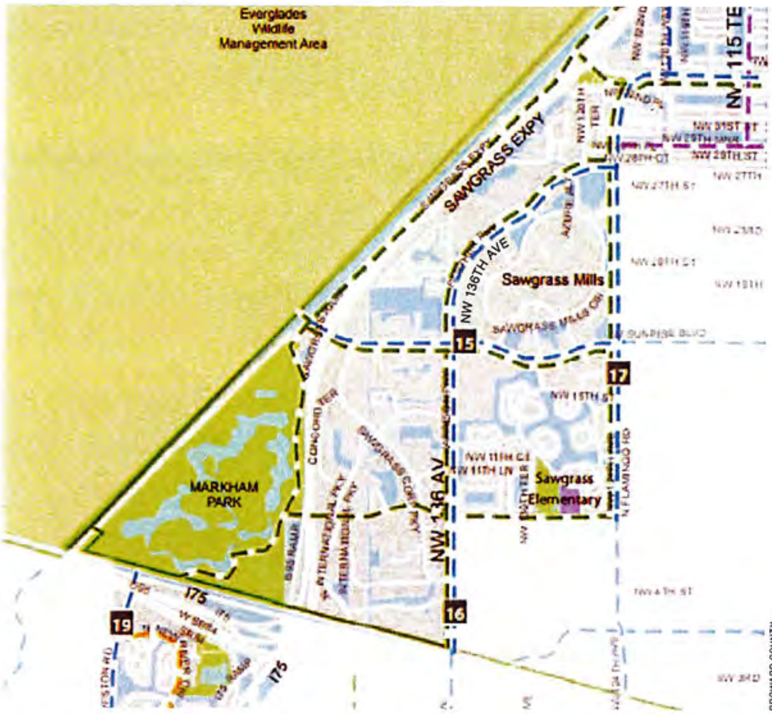
The immediate vicinity of the BB&T Center has minimal bicycle accommodations. NW 136th Avenue/Panther Parkway, Sunrise Boulevard, and Flamingo Road are shown on bike maps as having outside travel lanes widened for bicycle travel, but because the lanes appear to be only one to two feet wide along high-speed, high-volume roadways, only the most confident riders would feel comfortable using them.

Florida has the highest rate of bicyclist deaths in the country—0.57 per 100,000 people, more than double the nationwide rate. Like the poor pedestrian safety record, the high bicycle fatality rate indicates an opportunity to make significant safety strides through design, enforcement, and outreach.

The city has begun implementing a citywide bike plan, and Broward County is in the early stages of adopting "complete streets" initiatives.

Recommendations

The panel recommends the following bicycle improvements to enhance connectivity and accommodate regional growth:



The panel recommends that the city continue to implement its bike plan, which includes bike lanes along NW 136th Avenue/ Panther Parkway.

Proposed Bikeways

- Bike boulevard
- Bike lane
- Buffered bike lane
- Multipurpose path

Existing Bikeways

- Existing bike lane
- Existing multipurpose path

- Continue to implement Sunrise's bike plan.
- Follow and implement Broward County's complete streets initiatives.
- Evaluate the potential for a bike-sharing program to serve as a long-term strategy as the developments are constructed. The program could be an affiliate of Broward B-cycle or of a separate entity.

Site Scenarios and Revenue Generation

GIVEN THE COUNTY'S OWNERSHIP of the site, the panel concluded that the best way to represent the economic potential of the site was to pool four revenue streams: valuation tax, retail sales tax, tourist development tax, and potential participation in net operating income. The "Potential Revenue Sources" table outlines how these revenue streams are calculated.

The results shown in this section are derived from income calculated for 2021 through 2040. The panel decided that two decades (from grand opening through full site stabilization) was an appropriate period to cap the data.

Development Scenarios

Because the Panthers lease is set to expire in 2028, the panel created optional development scenarios to determine the site's full buildout potential. The scenarios recognize that (a) the Panthers may decide to leave, which would be determined well ahead of the expiration of the lease; and (b) casino and gaming still have to overcome legislative hurdles for entitlement; however, this requirement does not apply to potential existing venue relocations.

The panel modeled three scenarios:

- **Scenario A:** The Panthers extend their lease and the arena stays; the casino/gaming component is included.
- **Scenario B:** The Panthers extend their lease and the arena stays; additional office space and apartments replace the casino/gaming component.
- **Scenario C:** The Panthers leave and the arena is demolished; additional office space and apartments replace the arena component; the casino/gaming component is included.

The three scenarios yielded substantially different valuations. Scenario C yielded the highest valuation because of

Potential Revenue Sources

Revenue source	Applicable rate	Applicable property types	Calculation methodology
Property tax	2.18%	All	Applicable rate is per $100 assessed value. Value is calculated by applying a cap rate to projected NOI, and excludes land value.
Retail sales tax	0.2%	Retail, hotels, family lodging, casino/gaming	State sales tax is 6%, the state keeps 5.5%, and the remaining 0.5% is split—60% to the city and 40% to the county. This gives Broward County a total of 0.2 cent for each dollar spent on retail sales.
Tourist development tax	5%	Hotels	5% county levy on short-term rentals and hotel/motel reservations. Calculation is based on rooms occupied in a given year multiplied by the nightly rental rate.
NOI participation	2%	Residential, retail, office, hotels	City would receive 2% of estimated NOI per a participation agreement. NOI calculated by subtracting operating expenses from rental income per unit/square foot/room based on property type.

Source: ULI panel.

NOI = net operating income.

Potential Revenue Streams of Three Development Scenarios

Scenario A: Arena Stays, with Casino and Lodging

	Current	Future	Cumulative	Discounted to 2016
Potential revenue stream	**2012–2028**	**2029–2040**	**2012–2040**	**6%**
Capitalized property tax (2.175%)	$41,051,000	$263,101,000	$304,152,000	$102,824,000
Retail sales tax (0.2%)	$750,000	$2,707,000	$3,457,000	$1,285,000
Tourist development tax (5%)	$16,638,000	$69,936,000	$86,574,000	$41,663,000
Subtotal	58,439,000	335,744,000	394,183,000	145,772,000
NOI participation (2%)	1,872,000	18,161,000	20,033,000	6,535,000
Total	$60,311,000	$353,905,000	$414,216,000	$152,307,000

Scenario B: Arena Stays, No Casino, More Office Space and Apartments

	Current	Future	Cumulative	Discounted to 2016
Potential revenue stream	**2012–2028**	**2029–2040**	**2012–2040**	**6%**
Capitalized property tax (2.175%)	$30,284,000	$265,341,000	$295,625,000	$95,413,000
Retail sales tax (0.2%)	$634,000	$3,074,000	$3,708,000	$1,303,000
Tourist development tax (5%)	$10,166,000	$47,138,000	$57,304,000	$27,371,000
Subtotal	41,084,000	315,553,000	356,637,000	124,087,000
NOI participation (2%)	1,872,000	21,812,000	23,684,000	7,471,000
Total	$42,956,000	$337,365,000	$380,321,000	$131,558,000

Scenario C: No Arena, More Office Space and Apartments, Casino

	Current	Future	Cumulative	Discounted to 2016
Potential revenue stream	**2012–2028**	**2029–2040**	**2012–2040**	**6%**
Capitalized property tax (2.175%)	$41,051,000	$297,030,000	$338,081,000	$111,496,000
Retail sales tax (0.2%)	$750,000	$2,707,000	$3,457,000	$1,285,000
Tourist development tax (5%)	$16,638,000	$69,936,000	$86,574,000	$41,663,000
Subtotal	58,439,000	369,673,000	428,112,000	154,444,000
NOI participation (2%)	1,872,000	21,606,000	23,478,000	7,415,000
Total	$60,311,000	$391,279,000	$451,590,000	$161,859,000

Source: ULI panel.

the inclusion of a gaming component in addition to office and apartments that would replace the arena. Scenario B yielded the lowest valuation because the arena would remain in place and revenue would be reduced by the lack of a gaming component. By far the largest revenue source is property taxes, which are charged at a rate of 2.175 percent per $100 of assessed value.

The table below illustrates the revenue stream that is allocated to the county, as well as unallocated revenues spread among the public entities. The primary difference is the retail sales tax, which is 6 percent. The state keeps 5.5 percent, and the remaining 0.5 percent is split 40/60 between the county and the cities. This would effectively give Broward County 0.2 percent of retail sales tax revenues. However, if the county created a special district, it might receive a higher share of tax revenue.

Worth noting: the models do not take into consideration reductions in revenues occurring because of an economic downturn; they escalate all revenues 2 percent annually. The scenarios also exclude a tax on prospective gaming revenues.

Each property type was individually evaluated according to a set of assumptions for rental rates, operating expenses, development expenses, and capitalization rates. The assumptions were derived from 2016 market data and information gathered from stakeholder interviews. The substantial cost associated with structured parking, current rental rates, and density limitations have rendered

Revenue Streams—Allocated and Unallocated

Revenue Allocated to County

Potential revenue stream	Scenario A	Scenario B	Scenario C
Capitalized property tax (2.175%)	$102,824,000	$95,413,000	$111,496,000
Retail sales tax (0.2%)	1,285,000	1,303,000	1,285,000
Tourist development tax (5%)	41,663,000	27,371,000	41,663,000
Subtotal	145,772,000	124,087,000	154,444,000
NOI participation (2%)	6,535,000	7,471,000	7,415,000
Total	**$152,307,000**	**$131,558,000**	**$161,859,000**

Revenue Spread among Public Entities

Potential revenue stream	Scenario A	Scenario B	Scenario C
Capitalized property tax (2.175%)	$102,824,000	95,413,000	111,496,000
Retail sales tax (0.2%)	38,539,000	39,094,000	38,539,000
Tourist development tax (5%)	41,663,000	27,371,000	41,663,000
Subtotal	183,026,000	161,878,000	191,698,000
NOI participation (2%)	6,535,000	7,471,000	7,415,000
Total	**$189,561,000**	**$169,349,000**	**$199,113,000**

Source: ULI panel.

Valuations by Property Type in the Study Area

Property type	Scale	Average price/rent	Capitalized value	Total market value
Residential—apartments	1,000 units	$1,950/month	$225,000/unit	$225,000,000
Entertainment retail	84,000 sq ft	$15/sq ft/year	$520/sq ft	$43,680,000
Hotel—boutique	120 rooms	$180/night	$160,000/room	$19,200,000
Hotel—executive	320 rooms	$240/night	$235,000/room	$75,200,000
Family lodging	400 rooms	$300/night	$256,000/room	$102,400,000
Casino/gaming	500 rooms	$180/night	$201,000/room	$100,500,000
Office—mid-rise	320,000 sq ft	$26/sq ft/year	$289/sq ft	$92,480,000
Office—high rise	800,000 sq ft	$32/sq ft/year	$427/sq ft	$341,600,000

Source: ULI panel.

the land value to be very low, if not negligible. Therefore, land value was excluded in the calculations for capitalized values.

Additional Revenue Sources

Apart from redeveloping the arena site and adding new uses, Broward County and Sunrise should discuss the land valuation of parking spaces as it pertains to the value of the site. In suburban areas in transition, financing tools to support parking structures for a public project or for private incentives are a major concern. The panel suggests that the offset for getting optimal density on the site is to include the land in the deal on a deferred basis to allow potential private developers to build the type and style of properties that are ideal for the BB&T Center redevelopment strategy. By providing any developers with land, the county will have the leverage to require a participating ground lease.

Currently, the site has about 7,500 parking stalls and a 20,000-seat arena with no other amenities to capture additional revenue. Typically, arena-goers attend events and then immediately leave when they are over. Because people tend to arrive at and leave the parking lot all at once, traffic jams occur at several intersections. The arena seeks to retain some people on site by providing other recreational experiences that will further support additional development on the site.

Development Strategies

THE DEVELOPMENT POTENTIAL discussed in previous sections of this report suggests that limited initial demand exists for new development on the site. However, over time, more opportunities will arise for developing a variety of uses on the site at varying densities. This will be accomplished through three building phases (discussed further in the "Implementation" section of this report).

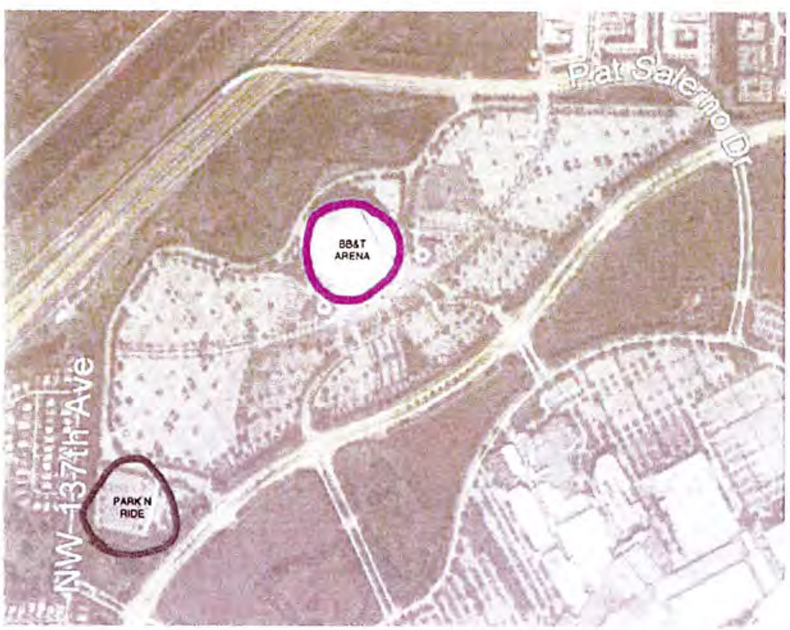
To create a stronger sense of place and establish a new west Broward County downtown, four design elements were proposed by the panel: (a) the Primer, (b) the Anchor, (c) the District, and (d) the Center.

The Primer

The panel recommends starting development with a main street–oriented core area directly in front of the arena to create a stronger sense of place. This initial mixed-use development would consist of an entertainment core with about 40,000 square feet of sports- and entertainment-oriented restaurants and retail outlets, 250 rental apartments, and a 150-room boutique hotel.

This development would be configured in two low-rise buildings of five to six stories facing each other across a main street and a central green and placed perpendicular to Panther Parkway. This placement would create visual connections between the arena at one end and Sawgrass Mills mall on the other.

The new central green would provide a robust pedestrian connection directly across Panther Parkway to the mall and encourage before- and after-event movement to the mall's food and beverage improvements—the Oasis—on the northwest side of the mall. Outdoor dining areas, a fountain, and other landscape features could be included. This central spine would provide a strong visual connection to the existing Oasis area now being redeveloped.



AMBER RICHANE/ULI

The BB&T Center and the park-and-ride lot are the two main areas of activity at the arena site.

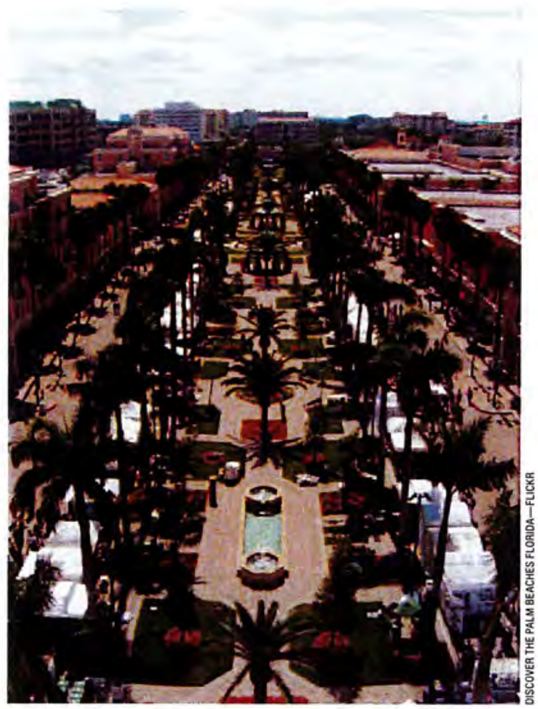
A sketch of the proposed entertainment core.

Cross-sectional rendering of the proposed plaza.

The central green could either be on grade with the street or rise ten feet above it to afford a better view of the mall, capture the environment in a unique space, and begin to raise the entertainment environment near the entry level of the BB&T Center. Cars would have access to the raised deck, with parallel parking and garage access. The primary parking circulation could be from the rear of the buildings to pedestrian cores at the corners and center of the long plaza.

Programming for the central green could include public movies, farmers markets, fashion shows, cultural events, and food festivals.

The entertainment-oriented restaurants and retail outlets at the first level could consist of sports bars, brew pubs, live entertainment venues, sports-related apparel stores, a sports-oriented museum and event space, a Panthers restaurant and store, ice cream and/or dessert shops, and other supporting retail outlets.



South-facing overhead shot of Mizner Park in Boca Raton, Florida, exemplifying pedestrian-friendly, mixed-use development with a central plaza.

The apartments could be located on four or five stories above the retail stories in one of the buildings. The boutique hotel or a second residential concept could be located on four or six stories in the other the building, mirroring the structure/typology of the building across from it. The two buildings could also take an L shape, which would

Rendering of potential four-story mixed-use development with first-floor retail space and dynamic public space.

better activate the pedestrian streetscape by presenting a strong facade and signage presence on Panther Parkway.

The Anchor

Though the second phase will be dependent on market demand, the panel believes that a full casino, a large music/venue experience, or a hotel/indoor waterpark—or all of these—could be successful on the property. These anchors should focus on celebrating and attracting the cultural diversity of the surrounding tri-county area, in particular the Afro-Caribbean, French Acadian, and Latin populations, and should incorporate the cultural traditions of the Everglades.

Typical large casino developments range from ten to 20 acres and include a strong amenity component to attract families and a diverse live entertainment program to support nightlife. Expectations would be for a 300- to 600-room hotel, a spa, and a resort with a large gaming floor and indoor/outdoor amenities.

Several family-oriented vacation-resort concepts are missing from the market and may provide an excellent synergy with the mall visitors and the need for a contained family waterpark amenity. This concept would range from eight to 15 acres and include child-oriented indoor and outdoor waterpark areas and integrated services focused on family-friendly events.

Several new music concepts exist that combine venues of various sizes that can accommodate comedy, theater, small music performances, and community events. These tend to be plaza developments that require good visibility and considerable parking. They can also be excellent

Site Values by Land Use

A variety of constraints and opportunities shape the context in which Broward County and future development partners need to determine the ideal location for each potential land use. The best location for each element of the redevelopment is dependent on the site's geography, infrastructure, viewshed, regional context, connectivity, and constraints specific to each land use.

The panel divided the arena site and produced a grade from A+ to F, representing the best to worst use at each location.

Grade values for placement of different uses at the site.

ULI

Riders using the Capital Bikeshare bikes along the Potomac River in Washington, D.C.

venues for public movies, farmers markets, fashion shows, cultural events, and food festivals.

An additional possibility exists for a midsize outdoor concert pavilion backing up to the wetlands. For example, a four- to six-acre, 4,000-seat pavilion would offer an excellent outdoor complement to the BB&T Center programming; such a pavilion would be similar to the Merriweather Post Pavilion in Columbia, Maryland, though it would be smaller in scale.

For this second phase, the panel recommends a flexible approach to uses for the remaining parcels. Sites should be determined according to user needs as well as city and county planning preferences. These uses could be linked to the initial phase or developed on separate parcels, but every effort should be made to tie together all uses on the site as they are developed.

The District

Additional office, apartment, and condominium development could follow in the third phase, with concentrations beginning along Panther Parkway, subject to environmental considerations. This phase should be developed according to a grid street-and-block system, creating an attractive pedestrian-friendly environment at the interior of the site. Other entertainment, recreation, and neighborhood sports–oriented uses could also be accommodated on the site during this phase, and the plan should remain flexible to accommodate users who may require a large site with frontage along one of the main roads.

This phase should allow for a new district to arise from the first two phases as the market dictates. The new neighborhood will be integrated with the BB&T Center but will not be dependent on the center for its success. The growing developments near the site will require ongoing pedestrian connections and a considerable investment in transit.

As a well-anchored live/work/play district, the new neighborhood will be dependent on the considerable supporting retail and service amenities in the mall and Metropica developments. The new neighborhood will also be dependent on some supplemental on-site retail and service amenities to maintain a walkable environment. Furthermore, it will be dependent on the Sawgrass office park connections for a walk/bike-to-work culture that reduces automobile traffic and raises the quality of life.

The Center

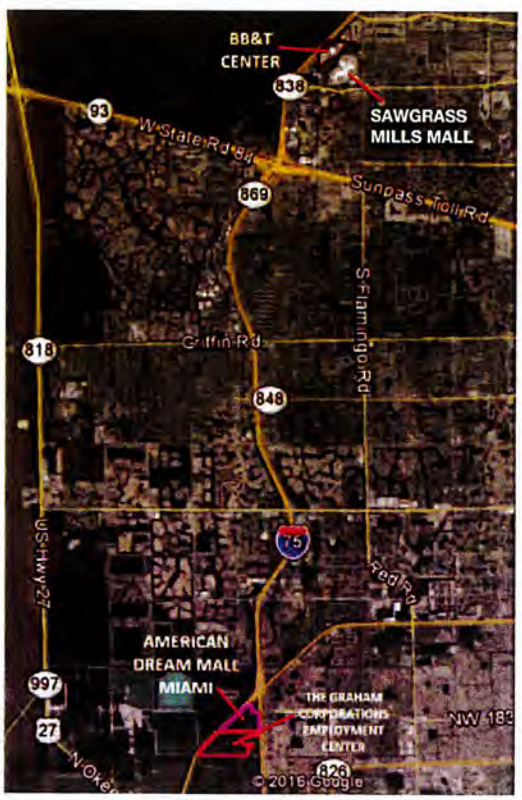
The final use for the BB&T Center arena will be dependent on whether the Panthers renew the lease. If at some future time the arena is deemed to be no longer a viable facility, it could be demolished, opening up considerable opportunity for additional development while also eliminating the need for arena parking. This site has the potential to become a tech/biotech/innovation office complex, a medical research and tourism center, or a technology or medical campus.

Implementation

A DETAILED AND RIGOROUS implementation process will be required to transform the hypothetical design concepts presented here into reality. Although this project has many moving parts and it is impossible to control all the variables—many of which are beyond the reach of property owners, elected officials, and other stakeholders—the panel believes that specific concrete actions can be taken to organize those moving parts and send Broward County on the path toward successful redevelopment of the BB&T Center site.

Expectations

Understanding and adjusting expectations is key. Although the sponsors have emphasized the importance of immediately generating new tax revenue from the site, the panel believes it is perhaps more important to develop the site to maximize the value and tax revenues of the entire district—including tax revenues from the mall and other existing office, hotel, residential, and development properties in the district—over the long term. Any new development on the site should create synergy among all these uses.



JEREMY MONTE/ULI

Sawgrass Mills mall faces potential competition from the proposed megamall to the south, American Dream Miami.

The public sector will need to adjust its revenue expectations for development of the arena site. The arena is aging and isolated, and it could become obsolete if the hockey team leaves in 2028 at the end of its current lease. To prevent the Panthers from leaving, efforts should be made to strengthen the arena environment and its surroundings, even if this proposed development generates minimal new net revenues from the arena site in the near term.

In addition, development on the arena site should at least maintain and possibly strengthen the position of Sawgrass Mills mall in the region. The county and city together with the principals of Sawgrass Mills mall should seek to improve on their existing relationship and should continue their dialogue as development options are pursued.

Even though development of the site may require county and city investment that does not pay immediate returns, this investment should be made anyway as part of a long-term growth strategy and as a way to keep asset values and tax revenues in the area from deteriorating. For example, significant investment in structured parking will be needed both to serve the new development and to replace the lost surface-level parking needed by the arena. This presents significant risk for both the public sector and potential developers, and to minimize that risk, all parties must understand expectations. Meeting or exceeding these expectations will enhance both the physical product and the relationships that are built because of the project.

Organizational Structure

The panel recommends the creation of the Downtown West Broward District Leadership Council, composed of a core group of stakeholders, including county, city, and state figures, as well as property owners and business leaders. This council will be charged with moving the development process forward by focusing long-term planning and funding on redevelopment and promotion of the BB&T Center site and the broader "Broward West" district.

The council will be a key forum for conveying the passion of local leaders. It should be of a manageable size and independent of city and county government, although both governments should be represented in its membership. Given that the city and county have approval authority over development of the site through the DRI process and the future land use map, the council should facilitate creation of a "green tape" task force to seek ways to streamline development review and permitting.

A primary mission for the council should be to actively seek and engage stakeholders from across the residential, institutional, tourist, and business communities. Ultimately, the council could become a downtown development authority, but it can serve many functions in the short term, specifically by taking steps to get all the stakeholders marching to the same tune. The council should agree on measureable goals for the development—goals that will become an indispensable tool in evaluating specific development proposals.

Public Participation

Many ambitious and worthy projects have never seen the light of day because of local opposition; often this opposition is based on fear of change, misconceptions, or false information. For this reason, a robust public participation process is critical to presenting the redevelopment of the BB&T Center site as a valuable asset to communities in Sunrise and throughout Broward County.

The county, city, and council should design a program that reaches a wide range of stakeholders and that communicates factual, accurate information in a timely manner; it also should include the opportunity for stakeholders to give meaningful feedback. Instead of a series of public meetings and hearings, a multidimensional process that includes social media as well as traditional media outlets can be used for public outreach, marketing, and feedback.

Due Diligence

Potential developers will be more willing to take on this project if they are provided with sufficient detailed background information to understand the risks and rewards. The quality of development proposals is directly related to the amount of risk the developer will take on. It is for this reason that key early action items are assembling all the relevant studies and identifying information gaps. Providing accurate and detailed information about the site will assure potential partners and developers that Sunrise and Broward County are committed to the project.

Master Developer

A request for qualifications (RFQ) should be issued to identify a master developer for the site that would be responsible for refining concept plans. These plans should be consistent with a clearly articulated vision and with goals defined by the council and articulated to the county. Responses to the RFQ must demonstrate experience in implementing projects of similar size and scope—particularly experience demonstrating technical, relational, and financial ability.

The criteria for evaluating the RFQs must be agreed upon in advance and should be included in the RFQ, thus enabling a potential developer to understand the desired direction of the project and, most important, the level of commitment to a fair and open process. The RFQ should have a tight time frame that facilitates expedited review and the issuance of invitations to chosen developers to respond to a full request for proposals (RFP). Providing a detailed scope of work and set of expectations will allow the master developer to secure financing and development partners to make the site plan a reality.

Programming and Civic Engagement

Downtown districts and town centers work best when the community embraces the development and views it as its own.

The leadership council should reserve the right to bring civic and community events to the town center plaza on a regular basis, and it should reserve the right to manage—with other public entities, the master developer, and tenants in the project—the programming of events. Community groups should be encouraged to schedule events in the plaza, including fun runs, fitness classes, art fairs, farmers markets, holiday markets, moonlight movies, or high school band performances. The master developer and local merchants should also be encouraged to program events in the space to maximize the number and quality of events.

Balancing these events among the various stakeholders will bring local residents to the development and establish it as an important civic realm.

Implementation Milestones

Redevelopment of the arena site will require a long-term, patient approach that will take more than 20 years. The development will undoubtedly face several market cycles and downturns over that time.

Key Elements of an RFQ

The Gainesville, Florida, Power District lists the following as key elements that should be included in a response to a request for qualifications:

General Information

- Contact information;
- A development team organizational chart;
- Résumés of team members demonstrating experience in projects of similar size and scope;
- A description of each team member's role in the proposed project, including a specific explanation of the team leaders' relevant experience;
- At least two examples of projects that are similar in size, scope, and complexity and that demonstrate the team's competency to undertake this project; examples should include location, year built, and contact information; and
- Experience with complex environmental challenges.

Financial Information

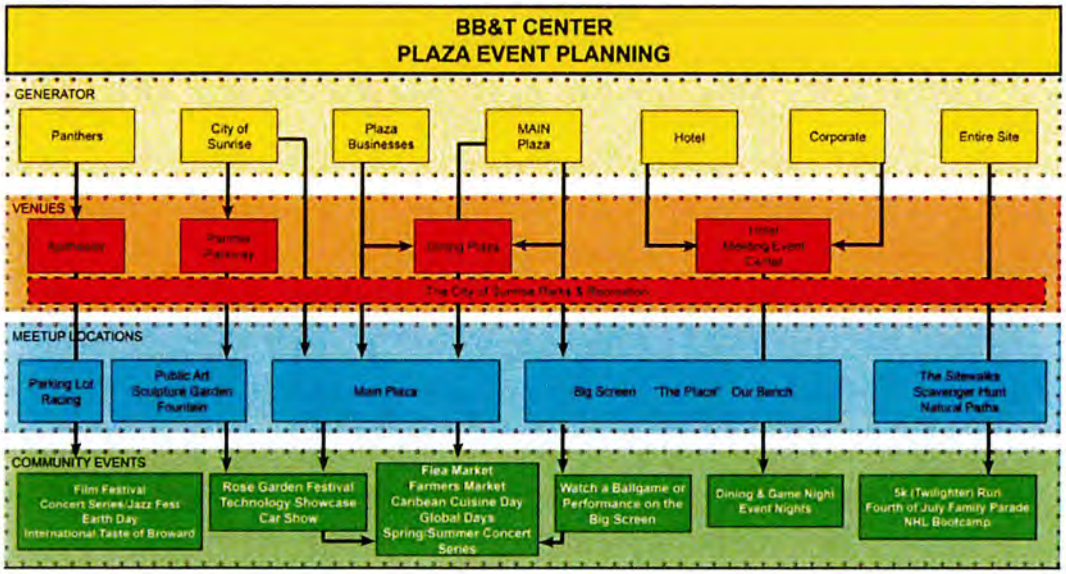
- Documentation describing the team's ability to secure financing, including the financial structure envisioned;
- An example of the financial structure of a previously completed project, including funding sources such as developer equity, debt, loan sources, and other financial instruments; and
- Letters of reference for the lead developer and key team members that include contact information.

Conceptual Approach

- A narrative discussion demonstrating that the team understands the site opportunities and constraints as presented by the technical studies and the developer's due diligence;
- A discussion of development strategies;
- A discussion of land use/tenant mix combinations that achieve the goals as set forth in the RFQ;
- A conceptual site plan showing potential phasing and massing and layout, including public spaces, infrastructure, and parking; and
- A general schedule for design development, permitting, and construction.

Criteria Assessment

- Relevant experience and qualifications;
- Strength of financial ability;
- Strength of references;
- Ability to achieve stated project goals;
- Uniqueness of design/approach; and
- Phasing and implementation schedule.



MATT HOPKINS/ULI

The current BB&T Plaza event planning system aims to encourage constant interaction among community members. With good infrastructure and the right mix of uses, the BB&T Center's public space can be embraced by the community as a town center.

The county should not expect to see any new property tax revenues or income from the site for at least five years. For the purposes of this report, the timeline for the development of the project has been divided into four periods:

- Predevelopment—2016–2018;
- Phase I—2018–2021;
- Phase II—2021–2028; and
- Phase III—2028–2040.

Each phase is important, but the first two phases are especially critical because they will establish the framework and the initial public realm that will shape the image and reality of the project going forward.

Predevelopment (2016–2018)

The county and city should start the development process immediately, beginning by assembling a core group—including officials from the county and city, property owners, and business leaders—to establish the Downtown West Broward Leadership Council, or something similar in nature. With input from this council, the city and county should select a master developer.

Phase I (2018–2021)

Once the master developer is chosen, the responsibility for moving the project forward will largely shift to that entity, but it is incumbent upon the leadership council, the county, and the city to ensure that the master developer performs as expected and desired. This phase includes construction and completion of the main street–oriented core area.

Phase II (2021–2028)

Once the first phase is developed, the leadership council should work closely with the developer to ensure that the first phase is successful; the two entities should work together to market, program, and activate the new entertainment center and public plaza. Developing a varied program of events will require considerable effort at first, but as the project matures, community groups should start to bring event ideas to the center. Construction of multifamily rental properties is completed.

Phase III (2028–2040)

Once a decision is made about whether the hockey team will stay or go, the county, with input from the leadership council, should proceed with either upgrading the arena as necessary if the hockey team stays or redeveloping the arena site for new uses and activities if the team leaves. At that time, the leadership council and the developer can solidify plans for additional office and apartment development based on the outcome of the arena lease and the three scenarios laid out by the panel.

Proposed Impementation Timeline and Project Milestones

Development stage	Year	Milestone
Predevelopment (2016–2018)	2016	Leadership council begins work as champion for project; tasks include developing a brand for the district.
		With input from leadership council, county contracts with consultant with expertise in public/private development and land leases to assist with development and execution of RFQ and RFP and with negotiating an agreement with master developer.
	2017	Leadership council advises city and county about type of public entity—such as downtown development authority or special district—that could or should be established to oversee development.
		Development studies undertaken as needed to assess potential, constraints, and feasibility of panel's proposed plan. Parking studies are especially important: consultants and designers engaged to assess shared parking opportunities and planning solutions that optimize shared parking over both short and long terms. Revised concept plan acceptable to key constituents developed with guidance from consultants.
		With input from leadership council, county develops and issues RFQ outlining nature of proposed development.
		City and county begin streamlining approval process for development in west Broward development district, and proceed with DRI process, if required.
	2018	With input from leadership council, city and county select short list of master developers from RFQ submissions and request detailed proposals from two or three using RFP process.
Phase I (2018–2021)		Master developer begins detailed development planning, including hiring brokers to seek appropriate restaurant, entertainment, and hotel options for initial phase.
		County and city begin planning road and pedestrian improvements along Panther Parkway and at highway interchange, as well as other infrastructure improvements.
		Developer, with the assistance of county and city agencies, works to attract family-entertainment hotel and casino resort for eastern district, if legislation allows.
	2019	Developer begins construction of core mixed-use district, including restaurants, main-street entertainment plaza, boutique hotel, rental apartments, park/civic area, and parking areas.
	2021	Phase I core district completed and opened.
		Project begins generating property tax revenues.
Phase II (2021–2028)		Construction of family-entertainment hotel begins, perhaps with waterpark if/when feasible.
	2022	Construction of casino resort begins if/when feasible.
	2024	Construction of additional multifamily rental properties begins (if demand allows); construction of water retention/detention facility beneath soccer field begins.
		Family-entertainment hotel and soccer field facility completed.
		Florida Panthers affirm, extend, or terminate arena lease.
	2025	Casino resort project completed.
		Multifamily rental properties completed.
	2028	Original arena lease expires, if not extended.
Phase III (2028–2040)	2029	Improvements made to arena, or arena redeveloped or demolished, depending on Panthers decision.
	2030	Construction of Phase III rental apartment development begins.
	2033	Construction of Phase III office development begins.
	2036	Development of more office, apartment, or hotel development (or all of three) continues, as supported by market.
	2040	Project fully built out, though it may be completed sooner if Panthers and arena remain on site.

Conclusion

THE STRATEGIC VISION OUTLINED in this report presents a series of options that will energize the BB&T Center site with a carefully planned mix of uses. The retail/entertainment component complements the existing arena and surrounding retail space, and the hotel component would cater to demand for hotel space from businesses that operate in the Sawgrass International Corporate Park. A casino/gaming component would present an interesting twist that could significantly affect the site's economic development potential should legislation be passed allowing such a use at the site.

It is essential to the overall success of the project that the city and county begin the development process immediately. The panel recommends that Broward County embrace five critical steps.

1. **Construct a district around the idea of "Downtown West Broward."** As a brand, Downtown West Broward is a tool for attracting potential investors, businesses, shoppers, and tourists to the area while giving the development site an identity in the county and the greater southeast Florida region. The label "Downtown West Broward" also allows the county to design a comprehensive plan for the study area with the downtown as the nexus.

2. **Future-proof the arena site to 2040 and beyond, not only in terms of resilience, but also in terms of evaluating options for the site.** Broward County must consider various land uses, changing dynamics concerning gaming in Florida, and the nature of the employment base. It is essential that the BB&T Center and all of Broward County advance toward the second half of the 21st century.

3. **Seize immediate opportunities to limit cross-competition with existing landowners and other private developers.** Filling the gaps—public, civic, and private—identified in the marketplace will maximize the return on investment for both the county and potential developers. The county will benefit financially and inject some much-needed vitality into west Broward County by providing a unique hotspot for residents and tourists.

JEREMY MONTE/ULI

The panel gives preference to retaining the Florida Panthers to market Downtown West Broward and Sunrise as a "major-league city with major sports." However, Broward County must recognize that financially viable options exist for use of the arena and the site if the Panthers leave.

4. **Kick-start the community and the process using Broward County's ability to leverage the land.** Recognizing the benefit of taking a long-term view, the county should consider trading the value of the land in the short term for growth and economic benefit in the long term.

5. **Most important, establish "champions" for the site.** The panel suggests creating a leadership council through which the public and private sectors work together to advocate for the district, provide input, and manage the process. The council would be the primary entity that facilitates the "green-taping" and streamlining of new development. The council must be a group that unites to work with the state government, especially to assure potential developers that demand-oriented improvements to transit and improvements to additional infrastructure, such as the freeway or the expressway, have been fully funded.

The panel is optimistic that its strategic vision will create valuable land use connections with surrounding developments and that the site will evolve to become the energizing magnet that west Broward County is seeking.

About the Panel

Richard M. Gollis

Panel Chair
Newport Beach, California

Gollis is a cofounder and principal of the Concord Group, based in Newport Beach. As a founding partner, Gollis has crafted and cultivated the firm's unique approach to advisory services, integrating deep market knowledge with creative analytics to provide best-in-class solutions to a diverse range of clients.

Gollis's expertise in strategic market analysis, development programming, transaction due diligence, and valuation extends across all real estate asset classes. With a career in real estate spanning New England, Atlanta, and southern California, Gollis offers an exceptional breadth of experience that makes him a trusted adviser to private and public sector clients alike. He often works with cities in partnership with world-class developers and financial institutions on solving complex redevelopment challenges.

Respected as a thought leader in real estate, Gollis is often quoted in major publications and is frequently sought after as a speaker at key industry events. Gollis was elected trustee to the Urban Land Institute in 2012 and has been a governor of the ULI Foundation since 2006. He is also a past chair of the Community Development Council and juror for the Awards for Excellence and chair/past chair of ULI Orange County.

Golllis serves on the Advisory Board of Jamboree Housing Corporation, a leading community development organization specializing in affordable housing. In addition, he is currently cochair of the Advisory Board of the Department of Policy, Planning and Design at the University of California, Irvine.

A native of Boston, Gollis is a graduate of Brown University with a degree in international relations.

Pat Hawley

Brookfield, Wisconsin

Hawley is a traffic planning project manager with more than 20 years of experience. His expertise includes traffic planning, safety, access management, traffic impact/site circulation, roundabouts, and parking. He manages projects as varied as site assessments and traffic impact studies for private developers, corridor studies for state departments of transportation, financial assessments for parking utilities, regional freeway planning efforts, and intersection safety assessments. He also serves as an expert witness on access cases.

Hawley has taught four three-credit transportation courses at Marquette University; he teaches short courses through the University of Wisconsin–Madison on transportation, parking, and site development; and he regularly guest lectures at Marquette University and the University of Wisconsin–Milwaukee. Hawley is the past president of the Wisconsin Parking Association and the Wisconsin section of the Institute of Transportation Engineers. He served for 11 years on the city of Delafield's Public Works Committee; he is a former committee member of the Transportation Research Board's Access Management Committee; and he is active with the Women's Transportation Seminar.

Hawley received a BS in civil engineering from Marquette University and an MS in civil engineering from Texas A&M University; both the BS and MS programs had an emphasis on transportation engineering. He is a registered professional engineer in Wisconsin, and he is certified nationally as a professional traffic operations engineer.

He has served on three previous ULI panels.

Matthew Hopkins

Bethesda, Maryland

A native and lifelong resident of the Washington, D.C., area, Hopkins has planned, designed, detailed, and construction contracted more than 5 million square feet of built architecture and development projects and has designed another 10 million square feet of development under entitlement in his nearly 25 years of experience. Hopkins has extensive experience in preliminary site analysis, development criteria, neighborhood/site/shell/interiors/detail design, building and zoning code analysis, budgeting/estimating, value comparisons, construction management, Leadership in Energy and Environmental Design (LEED) analysis and implementation, and community/neighborhood planning.

Hopkins is active in many industry organizations, including ULI; the American Institute of Architects; the American Planning Association; the National Council of Architectural Registration Boards; NAIOP, the Commercial Real Estate Development Association; the U.S. Green Building Council; Habitat for Humanity; and Associated Builders and Contractors. In addition, Hopkins is a planning commissioner for the city of Gaithersburg in the Maryland suburbs of Washington, D.C. An architect, certified planner, and LEED Building Design and Construction–accredited professional, he has given hundreds of presentations on the differing aspects of sustainable building and planning to the development industry and various jurisdictions.

Donna Lewis

Fernandina Beach, Florida

Lewis retired in 2015 after serving for 20 years as planning director for Mercer County, New Jersey. In her capacity as director, she oversaw transportation and infrastructure planning; open space, historic, and farmland preservation (administering a dedicated tax that generated $15 million annually); land development review and redevelopment planning; and anything else that came along.

Mercer County is geographically and economically diverse and includes Trenton, the state capital, and Princeton, a classic small town. The county also has large, contiguous agricultural areas and traditional suburbs. Planning for this diversity required specific knowledge and expertise in a wide variety of planning areas.

Lewis managed the award-winning restoration of the Louis Kahn Bath House in Ewing, New Jersey, on the former site of the Jewish Community Center; the bathhouse is included in the National Register of Historic Places and was featured in the movie *My Architect*, which was written and directed by Nathaniel Kahn, the son of the architect Louis Kahn. She was instrumental in the restoration and interpretation of the Petty's Run Archaeological Site, a pre–Revolutionary War steel furnace in Trenton, New Jersey, used to make weapons for the patriots.

Lewis also participated in the team that built Mercer County Waterfront Park, home of the AA Trenton Thunder, a New York Yankees affiliate.

She served on the Transportation Research Board (TRB) Transportation Needs of National Parks and Public Lands Committee and the TRB Access Management Committee. She has participated in two National Cooperative Highway Research panels and in the national scan of best practices in highway access management. She is a past member of the National Urban and Community Forestry Advisory Council, an advisory board to the U.S. Secretary of Agriculture. She also served on the Central Jersey Transportation Forum Steering Committee and the Delaware Valley Regional Planning Commission. Lewis has not only sponsored two ULI Advisory Services panels but also served on many Advisory Services panels and a ULI Land Use Policy Forum. She is skilled at negotiation and conflict resolution.

Lewis holds a BA in political science and English from the College of New Jersey and an MA in city and regional planning from Rutgers University. She is a New Jersey–licensed professional planner and a member of the American Institute of Certified Planners.

Rameez Munawar

Washington, D.C.

Munawar is currently a financial analyst at Columbia Property Trust in Washington, D.C. He is responsible for asset management, financial modeling, and acquisitions and dispositions of Class A office buildings in Washington, D.C., and Boston. In 18 months, his team has completed more than 300,000 square feet of leasing, acquired roughly $589 million in assets totaling more than 893,000 square feet, and divested from roughly $547 million in assets totaling more than 1.2 million square feet.

Munawar graduated from the University of Maryland with an MA in real estate development in 2014 and received a BS in architecture in 2012. During his time in the MRED program, Munawar won the 2014 ULI Hines Competition in Nashville and returned the following year as an adviser for the 2015 winning team in New Orleans.

Amber Richane

Los Angeles, California

With more than 16 years of experience in architecture, planning, interiors, and historic preservation for public and private entities, Richane leads CallisonRTKL's performance-driven design initiatives. She excels at assessing different development schemes for mixed-use projects by seeking functional design solutions and research-based design alternatives. A sustainable strategies leader in her market, her skills in examining urban densities, analyzing data, and determining efficiencies make her a valuable asset to any design team approaching large- or small-scale projects.

Richane has a BS in environmental design for interiors from Syracuse University and an MS in urban and environmental planning from the University of Virginia.

Dean Schwanke

Washington, D.C.

Schwanke is senior vice president of case studies and publications at the Urban Land Institute. In this role, he oversees the development of ULI case studies, textbooks, and other publications. Before this, he was senior vice president and executive director of the ULI Center for Capital Markets and Real Estate, which he planned and launched within ULI in 2009. He continues to support the work of the center and presents the findings of the annual *Emerging Trends in Real Estate* report.

For over 30 years, Schwanke has directed the development of more than 80 books and reports for ULI and has personally written or cowritten numerous books, including *Mixed-Use Development: Nine Case Studies of Complex Projects* (2016), *Mixed-Use Development Handbook* (2003), and *Resort Development Handbook* (1997). He has organized numerous conferences and made more than 100 presentations on a variety of topics, including placemaking, mixed-use development, and real estate capital markets. He has also served on several ULI Advisory Services panels.

He holds a BA from the University of Wisconsin–Madison and a master of planning degree from the University of Virginia.

Rives Taylor

Houston, Texas

Taylor directs Gensler's firmwide design performance teams and global design performance initiatives at all scales and is a recognized expert in resilient, high-performance, sustainable design. He has more than 30 years of experience in institutional and commercial architecture, with 20 years spent focusing on strategic planning, programming, and sustainable design, scaled from facility operations to campus and city planning.

The approaches Taylor developed for Gensler not only affect the firm's extensive practice but also influence clients' building decisions worldwide; for example, design and construction standards for clients such as ExxonMobil, Deloitte, PNC, and Toyota are embedded in those clients' protocols and are followed worldwide.

In elevating both the why and how of resilient/sustainable design, Taylor casts a wide net, educating students, faculty, professionals, public officials, and the general public. As a faculty member of both Rice University and the University of Houston for 25 years, he has been engaged with both universities' centers on sustainable and resilient design and urban and regional planning. Taylor has written 150 articles for diverse publications such as *Urban Land*, *Wired*, *Fast Company*, and *Texas Architect* and has been an invited speaker at symposiums on five continents. He founded the Houston chapter of the U.S. Green Building Council and recently received the Center for Houston's Future's Impact Award.

A member of the prestigious American Institute of Architects Fellowship, Taylor holds a BA in architecture from Rice University and an MA from the Massachusetts Institute of Technology.

A ULI Advisory Services Panel Report

ULI Urban Land Institute

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APPENDIX V

EXAMPLE OF A BROWARD DECLARATION OF COVENANTS AND RESTRICTIONS THAT MAY BE USED IN ADDRESSING AFFORDABLE HOUSING

DECLARATION OF RESTRICTIVE COVENANTS

THIS DECLARATION OF RESTRICTIVE COVENANTS ("Declaration") made this __of ________, 20____, by ____ a _____ corporation, ("Declarant"), which shall be for the benefit of **BROWARD COUNTY, FLORIDA,** a political subdivision of the State of Florida ("County"), and the **CITY OF SUNRISE,** a municipal corporation organized pursuant to the State of Florida ("City").

WITNESSETH:

WHEREAS, Declarant is the fee simple owner of land located in the City, more particularly described in **Exhibit "A"** ("Property"); and

WHEREAS, the Property ("Project") is being developed as a mixed-use project that will include residential development as a component , subject to the affordable housing restrictions set forth in this Declaration. Declarant reserves the right to convert the Property, or a portion thereof, to a condominium in the future, subject to the affordable housing restrictions as set forth in this Declaration (a "Conversion");

WHEREAS, in connection with the Project, Declarant has voluntarily agreed to place certain restrictions on the development of the Property as set forth below in favor of the County and the City; and

WHEREAS, Declarant agrees to make certain provisions for affordable housing for the period of time provided herein.

NOW, THEREFORE, in consideration of the foregoing premises and the promises and covenants herein contained, Declarant hereby declares that the Property shall be subject to the covenants, restrictions, and regulations hereinafter set forth, all of which shall run with the land, and which shall be binding upon all parties having any right, title or interest in the Property or any part thereof, their heirs, successors, and assigns.

1. Recitations. The recitals set forth above are true and correct and are incorporated into this Declaration by this reference.

2. Covenants. Declarant hereby declares the following: A Minimum of fifteen (15) percent of the residential units to be constructed on the Property (as set forth on the final site plan approved by the City) shall be affordable moderate-income units as defined in the County Comprehensive Plan, and as further restricted by this Declaration ("Affordable Housing Units"). If fifteen (15) percent of the actual residential units to be constructed on the Property does not yield a whole number of Affordable Housing Units, the partial of Affordable Housing Units yielded shall be rounded up to the next whole number.