Parks and Open Space

FORT LAUDERDALE, FLORIDA

ULI ADVISORY SERVICES

OCTOBER 13-18, 2019
About the Urban Land Institute

**ULI Mission:** to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service

- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of **best practices**
  - Writes, edits, and publishes **books** and **magazines**
  - Organizes and conducts **meetings**
  - Directs outreach programs
  - Conducts **Advisory Service Panels**
ADVISORY SERVICE PANELS

Since 1947, ULI’s Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues.
Thank you to our sponsors!
10-Minute Walk Campaign
Everyone Deserves a Park!

- National movement promoting the bold idea that all people in urban America should live within a 10-minute walk to a high quality park.
- Partnership between the Urban Land Institute, The Trust for Public Land, and the National Recreation and Park Association.
- 160 mayors have signed on to date—including Fort Lauderdale!
- This is one of 9 10-Minute Walk Campaign panels
Thank you everyone else!

Allison Foster • Andrew Gordon • Andrew Martineau • April Kirk • Ariadna Musarra • Bich-ly Ludwig • Bill Walker • Bob Dugan • Bob Swindell • Bob Vail • Bonnie Clearwater • Bradley Arendt • Carl Williams • Carey Villeneuve • Carmen Ackerman • Chad Scott • Charlie Ladd • Christina Currie • Clarence Woods • Colleen Lockwood • Dan Lindblade • Dean Trantalis • Dennis Robert • Dev Motwani • Doug Coolman • Doug Smith • Enrique Sanchez • Evan Snow • Genia Ellis • Gretchen Cassini • James Cromar • Jamie Sturgis • Jan Goodheart • Jeff John • Jim Ellis • Joe Cox • John Milledge • John Ropes • Kareen Boutros • Kelley Shanley • Kelvin Watson • Leah Vaughan • Lee Garipoli • Lynne Wines • Matt Sacco • Matthew Caldwell • Michelle Nunziata • Mike Chen • Mike Weymouth • Pam Pittman • Patricia Zeiler • Peggy Olin • Phil Purcell • Phil Thornberg • Rebecca Bradley • Renee Quinn • Rob Hernandez • Robert Lochrie • Ryan Shear • Sarah Spurlock • Scott McLaren • Sheri Brown • Stan Eichelbaum • Steve Braun • Steve Glassman • Steve Hudson • Terry Frank • Tom Vogel • Vanessa Hempshire • And Many More!
ULI Panelists and Staff

Selected for their subject matter expertise to provide objective, volunteer recommendations

Stephen Whitehouse (Panel Chair)
Starr Whitehouse Landscape Architects
New York, New York

Garrett Avery
AECOM
New York, New York

David Cheney
CORE architecture + design
Washington, D.C.

Josh Murphy
NOAA
Silver Spring, MD

Jeanne Myerson
The Belgrave Group
San Francisco, CA

Nan Rohrer
Midtown Community Benefits District
Baltimore, MD

Katie Troutman
U.S. Department of State
Washington, D.C.

Stacie West
NoMa Parks Foundation
Washington, D.C.

ULI Staff

Paul Angelone
Director, Advisory Services

Leah Sheppard
Senior Associate, Urban Resilience

Michaela Kadonoff
Associate, Meetings and Events
Panel Assignment

Scope

- Envision a connected, vibrant downtown
- Develop a new vision for Huizenga Park
- Recommend decision-making process for park bond
- Identify opportunities for new public spaces
- Identify incentives needed for a public parks program
- Design and programming for parks
- Identify models for financing, management, and operations public and private open spaces
- Identify community engagement strategies
Key Observations

- National/Regional Draw
- Beach
- Boats
- Downtown attractions

- Draws visitors
- Drives Economy
- Supports work and leisure for residents
- Attracts new residents
Key Observations

- Observations Downtown
- Downtown Framework has spurred robust development in this economic cycle
- At this moment, different opinions about the rate of this “journey to density.”
- Virtual unanimous support for public realm improvements to make the new density livable.
- Upgraded, activated parks and streetscapes
- More parks and connections
- More resilient spaces
Setting the Stage

Key Takeaways

- New potentials for public land to augment Downtown’s public realm.
- New and remodeled parks with climate-adaptive components.
- The initiation of a pedestrian and bike network.
- A public manager and engagement process for allocating Bond Act funds.
- Identification of resources to supplement the Bond Act for open space.
- A proposed public/private partnership to fully activate Downtown’s public realm.
Market Perspective and Context

Public Realm and Resilience
Community Engagement and Process
Governance and Implementation
Key Recommendations
Market Context & Opportunities

By implementing a thoughtful open space/public experience strategy, downtown Ft Lauderdale will strengthen community bonds, improve public health and economic growth, and address environmental change -- foundational priorities of a world class city.
Market Context & Opportunities

- 7th busiest airport
- 12th largest regional economy (Tri-County)
- $50M boat show annually
- $9B boat industry
Market Context & Opportunities

Population Growth

2014 - 2024

- Increase in Population 2014: 335,000
- Projected Increase in Population 2024: 267,000
- Annual Population Growth: 67,000
- Current Population: 6.2M
- Projected Current Population: 6.5M

Employment Growth

2014 - 2024

- Increase in Jobs 2014: 326,000
- Projected Increase in Jobs 2024: 145,000
- Annual Employment Growth: 65,300
- Current Jobs: 2.7M
- Projected Current Jobs: 2.8M
Market Context & Opportunities

Downtown Demographics

<table>
<thead>
<tr>
<th>Households by Income</th>
<th>2018</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$63.8k</td>
<td>$74.7k</td>
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<tr>
<td>Average Household Income</td>
<td>$93.8k</td>
<td>$108.4k</td>
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<tr>
<td>Per Capita Income</td>
<td>$50.3k</td>
<td>57.8k</td>
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<table>
<thead>
<tr>
<th>Summary</th>
<th>Census 2010</th>
<th>2018</th>
<th>2023</th>
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<tbody>
<tr>
<td>Population</td>
<td>11611</td>
<td>15179</td>
<td>18286</td>
</tr>
<tr>
<td>Households</td>
<td>5586</td>
<td>7509</td>
<td>9240</td>
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<tr>
<td>Families</td>
<td>1793</td>
<td>2325</td>
<td>2804</td>
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<tr>
<td>Avg Household Size</td>
<td>1.76</td>
<td>1.77</td>
<td>1.77</td>
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<tr>
<td>Owner Occupied Housing Units</td>
<td>1661</td>
<td>1697</td>
<td>1868</td>
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<tr>
<td>Renter Occupied Housing Units</td>
<td>3925</td>
<td>5812</td>
<td>7372</td>
</tr>
<tr>
<td>Median Age</td>
<td>34.4</td>
<td>36.4</td>
<td>36.2</td>
</tr>
</tbody>
</table>

~ 300 people per day move to south Florida for the lifestyle and employment opportunities.
Increasingly young permanent population, dynamic diverse economy attracts employers & workers alike.

- "2nd Happiest City for Young Professionals in the U.S."
  - Forbes
- Ranked #1 in Start-Up Density on Kauffman Index of Start-Up Activity in 2017
  - KauffmanINDEX
- "One of the TOP 25 HIGH-TECH CITIES"
  - Business Week
- "One of the TOP 25 BEST PLACES TO LIVE"
  - livability.com
- Fort Lauderdale named among Top U.S. Job Markets
  - WalletHub
- Fort Lauderdale ranked #1 Most Popular Large City for relocation.
  - moveBuddha
- Fort Lauderdale ranked 8th Top U.S. Growth City 2018
  - U-Haul
- "One of the TOP 10 BEST DOWNTOWNS IN THE U.S."
  - livability.com
First Fort Lauderdale renaissance began in 1986 with a $47M bond underwritten by a public commitment to transform and diversify economy from tourism to a thriving range of industries.

The city’s overall commitment to improving the Port Everglades area, pedestrian beachfront walkways, and downtown roadways have made Fort Lauderdale a top destination for residents and visitors alike.

<table>
<thead>
<tr>
<th>Employer</th>
<th>Sector</th>
<th>Employees</th>
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<tbody>
<tr>
<td>Broward County School Board</td>
<td>Education</td>
<td>31,797</td>
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<tr>
<td>Memorial Healthcare System</td>
<td>Healthcare</td>
<td>12,200</td>
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<tr>
<td>Broward County Government</td>
<td>Government</td>
<td>11,654</td>
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<td>Broward Health</td>
<td>Healthcare</td>
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<td>Nova Southeastern University</td>
<td>Education</td>
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<td>AutoNation</td>
<td>Automotive</td>
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<tr>
<td>American Express</td>
<td>Finance</td>
<td>3,500</td>
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<td>City of Fort Lauderdale</td>
<td>Government</td>
<td>2,568</td>
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<tr>
<td>Spirit Airlines</td>
<td>Airlines</td>
<td>1,800</td>
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<td>Citrix</td>
<td>Technology</td>
<td>1,700</td>
</tr>
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</table>
Market Context & Opportunities

Downtown Fort Lauderdale Real Estate: Snapshot

- Vibrant Urban Core ~ 2 square miles
- Resident population ~15,000, projected to grow 30% in 5 years, 200% in 10 years
- 3,100 businesses 70,000 daytime employees
- 10,000 residential units today, 4,600 under construction, 5,000 approved to be built
- Retail: over a million sf of luxury retail
- 7 million SF of office, 400,000 SF under construction
- 400 new hotel rooms 400 under construction
- Raw land $240-290 psf
Market Context & Opportunities

Now on precipice of 2nd renaissance -- once again, the citizenry of FL support investment to transform public space and experience through approval of $200M parks bond.

Investor support
99% of surveyed investors believe that open space can act as a "crucial catalyst for economic development."

Market demand
55% of U.S. residents say access to green space is a top or high priority when deciding where to live.

Economic development
High-quality parks are one of the top factors that businesses cite in relocation decisions.

Public support
83% of Americans believe they personally benefit from local parks.

Funding need
Many large U.S. cities have a substantial backlog in deferred maintenance for parks. Estimates from 2018 suggest that New York City will need to invest $5.8 billion over the next decade to bring its parks to a state of good repair.
## Market Context & Opportunities

### Promotes Economic Growth & Equitable Outcomes

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce development</td>
<td>Through public/private initiatives that target workforce development and business attraction, parks and open spaces can generate new jobs</td>
</tr>
<tr>
<td>Environmental equity</td>
<td>When planned with intention, green spaces in urban areas can:</td>
</tr>
<tr>
<td></td>
<td>● help counter higher temperatures</td>
</tr>
<tr>
<td></td>
<td>● improve air quality</td>
</tr>
<tr>
<td></td>
<td>● provide stormwater management</td>
</tr>
<tr>
<td>Social cohesion</td>
<td>Parks and open spaces can help strengthen cohesion in historically segregated neighborhoods by serving as a backdrop for social interaction.</td>
</tr>
<tr>
<td>Health equity</td>
<td>Parks can save people and communities money by helping prevent illness and promoting health</td>
</tr>
</tbody>
</table>

Source: The Case for Open Space, ULI
Market Context & Opportunities

*Implementing a thoughtful open space/public experience strategy, downtown Ft Lauderdale will strengthen community bonds, improve public health and economic growth, and address environmental change.*
Market Opportunities

Downtown Today: Mixed Use, Diverse Economy, Strong Regional Growth

Vibrant Mixed Use District - still taking shape
  Feet on the street (housing, retail, entertainment)
  Arts and educational institutions

Diverse economy and workforce

Ft Lauderdale benefits from strong South Florida growth - market at peak, no signs of slowing

*The opportunity: direct the growth to build on existing positive attributes*
Market Opportunities

Opportunities: direct the growth to bolster existing positive attributes

Near-term Opportunities

Locate Federal Courthouse south of New River
One Stop Shop site: 75%-100% becomes new park
Joint City & County Complex
Free up current City & County sites
Market Opportunities

Opportunities: direct the growth to bolster existing positive attributes

Reinforce Downtown
Publicly-owned land: opportunity to augment parks and open space land
Create coherent open space and public realm connections
Strengthen location and importance of Huizenga Plaza
Market Opportunities

Opportunities: direct the growth to bolster existing positive attributes

S. Florida growth strong - no signs of slowing. Ft Lauderdale is well positioned.

Thinking ahead:

Downtown reaching limits
Growth is coming
Plan for it
    Direct growth where desired
    Don’t jeopardize viability of Ft Lauderdale
    Don’t harm property values
Market Opportunities

Opportunities: direct the growth to bolster existing positive attributes

Longer-term Opportunities

- Grow south of New River
- Relocate County Jail to capture high value riverfront land
- Improve park and open space connections along river & across river
- Upgrade Broward Blvd to accommodate greater density
Market Opportunities

Opportunities: direct the growth to bolster existing positive attributes

Ft Lauderdale’s public and private real estate opportunities:

set the stage for significant improvements to the parks and public realm
support a vibrant live-work-play environment
Market Perspective and Context

Public Realm and Resilience

Community Engagement and Process

Governance and Implementation

Key Recommendations
Resilience
What does it mean to us?
“...the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.”
Resilience Considerations

Organizing Principles

- Understand Vulnerabilities
- Redefine How and Where to Build
- Leverage Community Assets
- Maximize Co-Benefits
Resilience Considerations
Understanding Vulnerabilities

- **Sea Level Rise:** Downtown Ft. Lauderdale could expect to see 3.38 feet of sea level rise above current mean higher high water (MHHW) by 2060.

- **Tidal Inundation:** High tide flooding occurs on average 6 times a year. Under the High SLR scenario, frequency could increase to 24 times a year by 2026.

- **Extreme Precipitation:** The Southeast has experienced an increasing number of extreme precipitation events over the last century and this upward trend is expected to continue.

- **Extreme Heat:** Florida’s average temperature is projected to increase between 4 and 10°F by 2100.
Resilience Considerations
Redefine How and Where to Build

- Preserve and expand existing open space buffers
- Align strategic open space acquisition(s) with 2060 floodplain projections
- Context dictates approach:
  - Fortification
  - Accommodation
  - Active Management
Resilience Considerations

Leverage Community Assets

- Rediscover existing, well-positioned natural and built assets
- Preservation of existing open space becomes the most time and cost efficient alternative
- Activate Park and Open Space assets with “Quick Wins”
- Consider Community Partners and Organizations to be Assets
Resilience Considerations

Leverage Community Assets
Resilience Considerations
Maximize Co-Benefits

- Activate public space through climate adaptation measures:
  - Natural and Structured Shade
  - Active/Passive Cooling
  - Integrated Stormwater Management

- Seek compounding outcomes

- Improve long-term community well-being

Credit: Garrett Avery/ULI
Site-Specific Design Recommendation

RiverWalk Resilience District

- Vision: Identify pilot sites along the current River Walk and adjacent park parcels that can be used to demonstrate examples of key resilience principles:
  - Fortification
  - Accommodation
  - Water Management
Site-Specific Resilience Recommendation

RiverWalk Resilience District

Site 1 – RiverWalk East

- Resilience strategy: Fortification
- Design Considerations:
  - Implement an engineered flood protection structure (bulkhead) that would extend the current pedestrian structure westward along N New River Drive.
  - Integrate interpretive element to explain protective function and how it compares / contrasts to other sites
Site-Specific Resilience Recommendation

RiverWalk Resilience District

Site 2 – Huizenga Plaza

- Resilience strategy: Water Management
- Design Considerations:
  - Provide space for stormwater pump station expansion while integrating educational element
  - Integrate below grade stormwater storage
  - Rain gardens and permeable pavement
Site-Specific Resilience Recommendation
RiverWalk Resilience District

Site 3 – The Esplanade

- Resilience strategy: Accommodation
- Design Considerations:
  - Re-think spaces to facilitate periodic flooding (wet floodproofing)
  - In partnership with Museum of Discovery and Science and Broward Center for Performing Arts, integrate programming that emphasizes a “living with water” approach
Physical Connections

Improving the Public Realm

- Existing Parks and Open Space
Physical Connections

Improving the Public Realm

- Existing Parks and Open Space
- The Proposed Mockingbird Trail
Physical Connections

Improving the Public Realm

- Existing Parks and Open Space
- The Proposed Mockingbird Trail
- The RiverWalk
Physical Connections

Improving the Public Realm

- Existing Parks and Open Space
- The Proposed Mockingbird Trail
- The RiverWalk
- Creating Circulation Downtown
Physical Connections

Improving the Public Realm

- Existing Parks and Open Space
- The Proposed Mockingbird Trail
- The RiverWalk
- Creating Circulation Downtown
- Expanding Network Beyond Downtown
Huizenga Plaza
Riverwalk
Market Perspective and Context
Public Realm and Resilience
Community Engagement and Process
Governance and Implementation
Key Recommendations
Building Consensus

Community Engagement

Community is defined as a feeling of fellowship with others as a result of sharing common attitudes, interests, and goals.

Shared goals will define your community’s collective vision. You are:

• Committed to what is best for Ft. Lauderdale
• Agreeing to row in same direction
• Looking for improvements for the present, and incremental future timeframes
• Making density livable
• Utilizing innovative and integrated solutions for resiliency
• Creating destinations that provide equitable spaces with active and passive uses
Building Consensus

Parks and Open Space System Vision

Solidify the vision for Ft. Lauderdale’s Parks & Open Space System

- Focus on:
  - Activating a connected network of public and private spaces
  - Considering public health concerns
  - Creating a 10-minute walk city
  - Providing equitable, engaging spaces for Ft. Lauderdale’s community

- Review the existing plans collaboratively and as a community of engaged constituents

- Define and structure oversight, accountability, and reporting mechanisms with shared responsibility

- BUILD THE BUZZ -- Market, engage, partner up, tell the story
Building Consensus

Rules of Engagement

RESPECT

TRANSPARENCY

ACCOUNTABILITY

COMMUNICATION

You all have a shared stake in the success of this city, and this vision!
Money Matters

Prioritize Projects

- **HOW do we pick?!?!?!**
  - Review existing plans and bond request for capacity
  - Always tie back to the vision and goals and HOW these projects meet them
  - Build on existing successes, such as downtown, the beach, and other key neighborhood areas
  - Destinations are comprised of many components all of which can benefit one another and become one BIG destination
  - Identify partners who can help make the projects reality
  - Every piece should be part of the larger puzzle – a connected network of public and private spaces that creates an equitable and engaging system for Ft. Lauderdale
Money Matters

Partnerships, layers, and expertise

How to fund beyond the bond

- A multi-tiered approach provides accountability because of transparency and the clarity of roles
  - DDA is a key partner, particularly around acquisition of land for new open space
  - Private partners provide unique opportunities for investment – formal and informal, programmatic and financial
  - City and Community share responsibility for transparency, communication, and accountability

- Roles
  - City
    - Public sector’s responsibilities, processes, and laws
    - Project conformity to city’s overall management
  - Chief Public Realm Officer
    - Coordinator, facilitates public and private partnerships, pushes the vision forward
  - Parks Bond Board
    - Public and private sector’s roles
    - Community engagement and representation
Roles

Plugging in to combine forces

Connected network of public and private open spaces
The journey of a thousand miles...

...begins with one small step!
Market Perspective and Context
Public Realm and Resilience
Community Engagement and Process

Governance and Implementation

Key Recommendations
Governance & Implementation

- Chief Public Realm Officer *(Quick Win!)*
- Parks Bond Board *(Quick Win!)*
- Non-profit organization
- Unified management of downtown parks
- Short-term Events Manager *(Quick Win!)*
Governance & Implementation

Chief Public Realm Officer

- New position within City Manager’s office
- Short-term position
- Responsibilities:
  - Leverage parks bond with other capital opportunities within city and in private sector
  - Chair a new Parks Bond Board
  - Serve as city’s lead staff interfacing with Parks Bond Implementation Consultant
  - Coordinate between city agencies and community and private sector
  - Coordinate with emerging non-profit organization designed to support parks and public realm
Governance & Implementation

Parks Bond Board

- Create a Parks Bond Board that will provide oversight, review, and feedback throughout the planning and implementation process
- Goal is to have a transparent and collaborative process for multi-pronged input and review for the expenditure of public dollars
- Suggested Board members: (non-exclusive)
  - Chief Public Realm Officer (Chair)
  - Parks Bond Implementation Consultant (non-voting)
  - Mayoral representative
  - Commissioners’ representatives
  - Chair of the Parks, Recreation, and Beaches Board
  - Chair of the Planning and Zoning Board
  - President of the Council of Civic Associations
  - Arts/Cultural institution representative
  - Parks Director or representative
  - Sustainable Development Director or representative
  - Public Works Director or representative
  - Business Owner
  - Land Owner/Developer
  - School System representative
Create long-term stewardship by standing up a non-profit(s) that includes in its mission the support of parks and the public realm

<table>
<thead>
<tr>
<th>Model</th>
<th>Scale</th>
<th>Functions</th>
<th>Funding</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Authority</td>
<td>Neighborhood</td>
<td>Economic development</td>
<td>Tax on non-residential properties</td>
<td>Acquisition/ownership, public/private partnerships, public realm enhancements</td>
</tr>
<tr>
<td>Business Improvement</td>
<td>Neighborhood or group of neighborhoods</td>
<td>Economic development, public space beautification and activation</td>
<td>Tax revenue from property owners, including residential</td>
<td>Clean and safe services, marketing, programming, capital improvements</td>
</tr>
<tr>
<td>Parks Conservancy</td>
<td>Park or small group of nearby, related parks</td>
<td>Operations, maintenance, programming</td>
<td>Fundraising</td>
<td>Related to fundraising, but typically programming and routine maintenance</td>
</tr>
<tr>
<td>Friends Groups</td>
<td>Park</td>
<td>Cleanups, grassroots advocacy, events</td>
<td>Volunteer, fundraising</td>
<td>Limited to capabilities and interests of volunteers</td>
</tr>
<tr>
<td>Parks Alliance</td>
<td>City, county, or region</td>
<td>Advocacy, programming, city coordination</td>
<td>Fundraising, lobby for public funding</td>
<td>Membership, activities vary</td>
</tr>
<tr>
<td>Parks Advocacy Organization</td>
<td>City</td>
<td>Advocacy, research, lobby on broad park issues</td>
<td>Fundraising</td>
<td>Academic studies, community surveys, advocacy training</td>
</tr>
</tbody>
</table>
Lack of clarity around management of downtown parks

- Treat Riverwalk and adjacent parks as one system to be managed together
- Provides coordinated operations, maintenance, programming, permitting, and marketing/calendar
- Ensures balance of free and ticketed events and a clear, equitable permitting process
- Dedicated maintenance funding for specific park features, particularly related to resiliency, and landscaping to maintain downtown parks as high-quality destinations
Governance & Implementation

Short-term Events Manager

- Issue RFP for a private, for-profit entity to program, permit, and market events at downtown parks for 2-3 years
- Serves as a bridge to future non-profit management entity
- Host their own events but also must allow others to non-competitively host events
- Set requirement for mix of free, public events to ensure equity
- Mix of active events and passive activations such as Tic Tac Toe boards, lawn games, etc.
Market Perspective and Context
Public Realm and Resilience
Community Engagement and Process
Governance and Implementation

Key Recommendations
Key Recommendations

Conclusion

- New potentials for public land to augment Downtown’s public realm.
- New and remodeled parks with climate-adaptive components, demonstrated at Huizenga Plaza.
- The initiation of a pedestrian and bike network.
- A public manager and engagement process for allocating Bond Act funds.
- Identification of resources and partnership to supplement the Bond Act for open space.
- A proposed public/private partnership to manage and fully activate Downtown’s public realm.
Thank You

http://wwwuliorg/advisoryservices