<table>
<thead>
<tr>
<th>Table of Contents</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Page</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Page</td>
<td>Page</td>
</tr>
<tr>
<td>Page</td>
<td>Page</td>
</tr>
<tr>
<td>Page</td>
<td>Page</td>
</tr>
<tr>
<td>Page</td>
<td>Page</td>
</tr>
</tbody>
</table>
**EXECUTIVE SUMMARY**

**LAUDERDALE LAKES CHARRETTE**

The Lauderdale Lakes Master Plan grew out of a public, seven-day charrette, held between May 3rd, through May 9th, 2003. The Master Plan represents the citizens' vision for the future of the City of Lauderdale Lakes.

The Charrette was held at the City of Lauderdale Lakes Multipurpose Building and was well attended by over 60 residents, property and business owners, representing a diverse cross-section of the community.

The Treasure Coast Regional Planning Council's Design Studio, and a team of professionals (A + S Architects and Planners; Glatting Jackson, Kereher, Anglin, Lopez, Rinehart; and Urban Designers, Sita Singh, Shailendra Singh, Elena Romero, Jess Linn, Steven Fert, Freddy Vivas, Natasha Fahim, Dan Cary, Maria DeLeon Fleites) assisted the citizens in studying the many challenges faced by the community, and proposed specific solutions.

The Charrette focused on the CRA and surrounding neighborhoods. Key issues addressed are listed on the following page.

During the week of the charrette, the design team set up its studio at City of Lauderdale Lakes Multipurpose Building, where the doors remained open to the public all day. A presentation of work in progress was held on Friday, May 9th. Residents, property and business owners as well as City, staff and elected officials were present. Work continued in the weeks that followed the initial public workshop.

A series of final presentations by Treasure Coast Regional Planning Council staff will be held during the third quarter of 2003. It will be a time to collect further citizen and professional input.
GOALS AND OBJECTIVES

Citizen’s Requests:

- Build a town center
- Build mixed-use buildings with parking in the real along main roadways
- Create an identity for the city
- Build entrance features
- Build a linear park along the C-13 canal
- New site for library
- Redevelop the old Home Depot site
- Redevelop the marketplace site
- Redevelop the Sports Authority plaza (lakes mall)
- Redevelop the Reef plaza
- Redevelop shopping plazas along SR 7 & Oakland Park Blvd.
- Create an entertainment center
- Improve the Industrial Park, make use of waterfront opportunities
- Build new housing to accommodate all incomes
- Address problems between residential development and schools on NW 31st Ave.
- Build a community pool
- Build more parks within the city (veterans' park) Beautify SR 7 & Oakland Park Blvd: Landscaping, street lights, bus stops, benches, trash cans, signage, decorative pavers, bury utility lines, etc.
- Convert the Emmanuel Temple into a theatre or community oriented facility
The Study Area

Aerial photograph of CRA and surrounding neighborhoods

Existing Conditions
A City in need of an Identity and Sense of Place

TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
Points of Interest

1. Proposed fill of out parcels along U.S. 441
2. Canoe Launch
3. Vincent Torres Park
4. Redeveloped Municipal Complex
5. Development and parking proposed for the Ireland Property
6. New Fire Station
7. St. Croix Mixed-Use Development at Lakes Mall vacant property
8. Redevelopment of Lauderdale Lakes MALL
9. Redevelopment of Reef Plaza
10. Redevelopment of Old Home Depot site
11. Downtown Lauderdale Lakes
12. Special Site for Civic buildings
13. Future Main Street at Lauderdale Mall
14. Structured parking
15. Future Library site
16. Munson Development of CRA-owned parcel
17. Mixed-Use development of CRA-owned parcel
18. Lennar Townhouses
19. Reconfiguration of Somerset Drive
20. Redevelopment of vacant property (outside city limits)
21. Infill and redevelopment of movie studios
22. Reconfiguration of housing along NW 31st Avenue
23. Infill of vacant property (outside city limits)
TRANSPORTATION ISSUES:

Overview

During the Charrette one of the highest priority issues related to the future configuration of State Road 7. The team worked with various groups and stakeholders in looking at the transportation issues and needs for the SR 7 corridor and the City of Lauderdale Lakes within the Community Redevelopment Area (CRA). Goals were structured to look from the big picture to specific focus areas and initiatives. The focus of the proposals associated with this effort is geared toward a balancing of the transportation system toward facilitating all users of the roadway: motorists, pedestrians, transit vehicles and riders, and bicyclists, within a context of aesthetically pleasing corridors.

SR 7/US 441 Concepts

SR 7 is the major north-south arterial within the city of Lauderdale Lakes. The nearest parallel north-south arterial is NW 31st Avenue, approximately one mile east of SR 7. Currently a six-lane facility with turn lanes at major intersections and driveways, SR 7 carries a large amount of regional traffic, especially at peak commute times. Over 100,000 vehicles per day traverse the intersection of SR 7 and Oakland Park Boulevard at the southern end of the CRA district.

Due to the lack of interconnected local network, SR 7 also must function as the carrier for localized trips occurring entirely within the corridor. Motorists wishing to travel to multiple destinations along the corridor are forced onto SR 7 as the only means of access between nearby uses. The additional friction caused by these type trips in the form of turning movements exacerbates the congestion caused by the large traffic volumes on the roadway.

Three major implementation initiatives are on the immediate horizon for the SR 7 corridor. The City of Lauderdale Lakes currently has 100 percent design plans for landscape improvements to the medians along SR 7 between 19th Street and Commercial Boulevard. FDOT District 4 is in the process of designing a resurfacing project for the segment of SR 7 within the corridor. Finally, Broward County Transit has designated SR 7 as the primary north-south corridor for bus rapid transit (BRT) between Miami-Dade County and Palm Beach County.

During the Charrette, the team developed two major plays to resolve the interests along SR 7 and to provide an aesthetically-pleasing and pedestrian-tame corridor, as explained below:

Do not allow the cross-section to expand beyond the current six through lanes. FDOT and Broward County Traffic Engineering would prefer to expand the cross-section through this corridor to eight lanes (six vehicle travel lanes with two exclusive bus lanes). Expansion of the cross-section in this manner will only exacerbate the feeling of disconnectedness between the east and west sides of the roadway. A cross-section similar to that being used in the southern part of the county is recommended for this segment, in which BRT would utilize the outside travel lane and share it with right-turning vehicles. While not an ideal situation for BRT, the tradeoff of widening the roadway is simply too great in this segment. In addition, however, it is proposed that new two-lane parallel network be constructed on both sides of SR 7 as redevelopment occurs to provide an alternative for local trips.

Control access along SR 7 and identify opportunities to enhance the character of the roadway through plantings. The plethora of driveways and full median openings along this section of SR 7 contributes greatly to the existing traffic congestion, as well as to the visual blight along the corridor. The current landscaping (City) and resurfacing (FDOT) initiatives provide opportunities to revisit size and location of medians suitable for planting, addition of textured crosswalks, installation of signal mast arms in place of span wires, and decorative, pedestrian-scale lighting. FDOT has agreed to reevaluate the length of tapers and storage lengths in an effort to enlarge existing medians and improve the landscaping along SR 7 as part of their resurfacing project. A conceptual plan for medians and openings was developed and is included in the illustrative Master Plan for the SR 7 corridor; however, these lengths were developed without evaluating turning movement counts, and therefore should be considered conceptual only.

Given the character of the area, redevelopment potential, and the already-hostile nature of the SR 7 corridor, addressing the local (existing and future) components of the traffic congestion will allow for better overall travel service for residents of the area while preserving the car-carrying capacity of SR 7 for regional travel.

The following section of this report illustrate these concepts in greater detail.
A HIERARCHY OF BEAUTIFUL STREETS AND AVENUES

Streets Designed as Public Space

The Existing Condition

Although Lauderdale Lakes has a hierarchy of street types, the largest and most important streets, such as SR 7, exist as purely automobile places, and not places for people. With the exception of limited access highways, like I-95, all streets and avenues should be designed for both cars and pedestrians. SR 7 and Oakland Park Boulevard are the City’s front door. They should be beautiful public spaces.

Essential to creating a beautiful City is an understanding that Streets and Avenues should be viewed as an important part of the public realm that can and should be attractive, regardless of the scale of street involved. Streets and Avenues should be viewed as important public spaces, as important as public squares and plazas.

No attempt has been made to make the SR 7 corridor attractive to people. An undifferentiated piece of highway, nothing suggests one is in a special place.

The Champ E’Lysees of Paris is a bigger, busier street than SR 7. It is a beautifully detailed public space, complete with street trees, wide sidewalks, furniture and care given to every element.

A view to the north along SR 7

No attempt has been made to make the SR 7 corridor attractive to people. An undifferentiated piece of highway, nothing suggests one is in a special place.
The City of Lauderdale Lakes is in a good position to dramatically change the appearance and function of SR 7. The FDOT is planning on resurfacing the section of SR 7 that runs through the City, and this project represents an opportunity to take significant first steps toward transforming the street. It is important that the City define clearly its objectives and provide these to FDOT as quickly as possible.

Ultimate design objectives for SR 7 should include: 1) minimizing the number of lanes, 2) provision of very wide sidewalks on both sides (min. width 12’), 3) provision of at least one, and perhaps two rows of a single species of shade trees along each side of the road, 4) provision of a single row of shade trees in a wide median, where a median is to be provided, 5) provision of bricked (traffic calmed) street crossings and signalization of key crossings, 6) well designed, full spectrum street lighting, and 7) underground utilities. The City should take over any surplus ROW, from FDOT, to provide ample room for street trees and wide sidewalks. The redesign of SR 7 as a beautiful public space will encourage the redevelopment of the facing properties, and is a critical and important step toward giving the City a stronger identity and sense of place.
BUILDING PLACEMENT - ADDRESSING THE STREET AND DEFINING THE STREETS AS PUBLIC SPACE

In order for a street to feel good and have a sense of place, the space occupied by the street and associated sidewalks must be delineated and defined by a fairly continuous liner of buildings. The buildings that line the street must pull up to the street and be of appropriate scale. Wide streets should be lined with taller buildings, narrow streets with buildings of one or two stories. Where buildings are pulled up to the street to form a continuous frontage of appropriate height, the space occupied by the street is defined and begins to feel like an outdoor room or place. When traffic enters a “place,” it invariably slows down. With cars moving at slower speeds and with buildings pulled closer to the street, it is easier for drivers to see what stores and businesses are located there, and the economic energy provided by the street and its traffic can be more efficiently utilized. With recommended street trees, wide sidewalks, and the right mix of uses, State Road 7 and Oakland Park could become areas of pedestrian congregation rather than places to be avoided.

As currently designed, State Road 7 and Oakland Park Boulevard break all of the rules just noted. Today these streets divide and scar the city rather than providing it with a beautiful center full of energy and activity. Traffic travels fast, because there is nothing to draw interest and make a driver take note that they have arrived in a place. Shops are set back so far from the street that they become invisible to potential customers. Sidewalks are entirely uninviting and uncomfortable places to be.

The zoning code should be changed to require buildings to form a continuous frontage on the street, and should define minimum and maximum building heights.

TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
Street Sections - Ideal Height to Width Ratios

Height to Width Ratios for Streets

The height to width ratio of any space generates spatial enclosure, which is related to the physiology of the human eye. If the width of a public space is such that the cone of vision encompasses less street wall than sky opening, the degree of spatial enclosure is slight. The ratio of 1 increment of height to 6 of width is the absolute minimum if a sense of spatial enclosure is to result. As a general rule, the tighter the ratio, the stronger the sense of place and, often, the higher the real estate value. Spatial enclosure is particularly important for shopping streets that must compete with shopping malls, which provide very effective spatial definition. In the absence of spatial definition by facades, disciplined tree planting is an alternative. Trees aligned for spatial enclosure are necessary on thoroughfares that have substantial front yards and setbacks.

The City of Lauderdale Lakes has a variety of street types. The necessary width of the street is one factor determining setbacks and what height buildings should occur on either side. As noted, where limitations such as parking limit possible building height, street trees can help to provide the necessary enclosure. In the picture below street trees actually help to move the ratio from 1:3 to 1:1.

A good height to width ratio, enhanced further by trees

Examples of acceptable street sections
Ideal Street Sections

State Road 7 and Oakland Park Boulevard should be designed to accommodate a maximum of 6 lanes of traffic, and three through lanes in each direction. Expansion of the road sections beyond 6 lanes would undermine transit use and more importantly compromise the city’s ability to pull its four commercial quarters together as a cohesive City Center.

A wide median of 18 to 24 feet is recommended. Wide medians provide a safe haven for pedestrians, and adequate width to healthy shade tree growth. In addition, if wide medians provide room for turn lanes without eliminating the possibility of a continuous row of shade trees (as indicated in the drawing to the right). Sufficient Right-Of-Way exists on State Road 7 and Oakland Park Boulevard to provide a wide median, and providing such would have a dramatic impact on the streetscape of the Lauderdale Lakes.

Because of the large amount of traffic on both State Road 7 and Oakland Park Boulevard it is recommended that sidewalks be 12 to 24 feet wide. Along commercial sections of the street, sidewalks should be 24 feet wide with trees grated into the sidewalks. This will provide ample room for pedestrian shoppers, outside tables in front of cafes and restaurants, trees and street furniture, and a buffer from the busy street. In residential sections, the sidewalks could be reduced to 12 feet, with 12 feet of additional space left as a landscape planter between the sidewalk and the street. The 12 feet of paved sidewalk is sufficient to accommodate stoops and decorative planter boxes, as well as pedestrian traffic.

The Street needs to be designed from building face to building face. As noted previously, the buildings are a critical part of a street design, providing the walls that enclose the outdoor room, helping to transform it from a highway into a beautiful public space, used by both pedestrians and automobiles.

The zoning code of the city should be rewritten and amended to require that new buildings come up to the sidewalk and face the street, as a fairly continuous frontage. Building face should occupy at least 80 percent of the lot width, and buildings facing State Road 7 and Oakland Park Boulevard should have a minimum height of 2 stories. The ideal height for buildings is probably 4 to 5 stories, as illustrated in the drawing to the right.

The City should begin working immediately with the FDOT on the design of these important streets. The City should acquire rights to any surplus Right-Of-Way not required by FDOT to provide for wide sidewalks and a portion of the public greens and squares called for in the Citizen’s Master Plan. Excess Right-Of-Way, not required by the plan can be given to developers as an incentive to encourage redevelopment of properties.
With Shade Trees, Wide Sidewalks, Attention to Streetscape Details, and Buildings Brought to the Street
SR 7 can be Transformed into a Beautiful and Inviting Public Space.

SR 7 in the vicinity of Oakland Park Boulevard

SR 7 in the vicinity of NW 41st Street

The Objective
With Shade Trees, Wide Sidewalks, Attention to Streetscape Details, and Buildings Brought to the Street
Oakland Park Boulevard can be Transformed into a Beautiful and Inviting Public Space.
Lauderdale Lakes was not developed with a continuous fine grained grid of streets, and as a result there are a very few streets must carry all of the east west and north south traffic. This causes high levels of traffic on the few through streets, and means that motorists must use these streets to get almost anywhere. This can also mean that children must use these same streets to get anywhere by bicycle or on foot, and results in them being less able to get about until they are older.

In addition to the development of parallel north-south local corridors adjacent to SR 7 to accommodate local trips, there are two significant opportunities to develop additional east-west through connections. 29th Street on the south end of the corridor forms an almost-continuous east-west link between SR 7 and NW 31st Avenue. An eastern extension to a signalized intersection with 31st Avenue from Somerset Avenue would provide another continuous east-west facility. Since the corridor is residential in nature, the design must deter high speed cut-through travel. Proper behavior by through motorists can be achieved by utilizing a cross-section similar to those illustrated in Cross-Section 2.

44th Street provides another opportunity for an east-west route. It exists currently from 31st Avenue west approximately ½ mile to a dead end as a four-lane facility. Potential two-lane cross-sections are illustrated in Cross-Section 3, we feel that this could be constructed as a two-lane facility to maintain civility, and point to the continuous two-lane 41st Street which parallels it just to the south as precedent since it is not under severe traffic pressure for widening.

The City should be diligent in identifying opportunities to improve the connectivity of streets with the city. This will also improve access to the proposed Town Center. The diagram to the left shows some potential improvement in street connectivity. The diagram to the right shows examples of pedestrian/bicycle connections that would make it easier for people to access the Town Center once it develops.

Access to the Town Center is limited and should be improved at every opportunity, including through the purchase of homes.
Traffic Calming Strategies

The corridors highlighted in orange on the drawing on the far right represent neighborhood streets which could be under cut-through traffic pressure. Behavior of motorists along these corridors can be controlled through traffic-calming measures.

Traffic calming measures include narrowing of streets and planting of street trees close to the pavement edge, provisions for on street parking, placement of monuments and plantings at mid intersection, use of pavers at crosswalks, provision of bulb-outs to narrow ingress and egress points where streets intersect, and many other methods.

The objective of traffic calming is to slow traffic down, while still allowing it to travel through a neighborhood.

The best traffic calming methods create psychological barriers to speed rather than physical barriers. By planting large shade trees close to the edge of the pavement and creating a canopy over the street, drivers feel they are in a tight space and slow down. In addition the trees worry them, as do cars parked along the sides of the street.

Some traffic calming methods can also be used to beautify the neighborhoods, and call attention to them. At intersections small islands can be created like the one illustrated, that can include attractive tree plantings and markers or monuments.

The implementation of any traffic calming strategy should be done in close consultation with the adjacent neighborhoods and home owners. Small charrettes can be held within the neighborhoods to discuss various options and designs.

In budgeting for planted traffic calming islands or bulbouts at intersections, it is important to include provisions for maintenance and watering of vegetation. In some cases this responsibility may be assumed by the neighborhood.
Identifying Lauderdale Lakes as a Place

Today one can arrive at the intersection of State Road 7 and Oakland Park Boulevard, and without street signs you would have no idea where you were. Most of State Road 7 is undifferentiated sprawl. The picture at the upper left could have been taken on any major road in Florida. Cities with a strong sense of place are memorable to a large extent because of their unique landmarks. Consider the famous gates of Coral Gables, or the giant Ferris Wheel of Paris. One glimpse of these landmarks and you know where you are.

Lauderdale Lakes has the opportunity to mark its location and give itself an instant identity at the important intersection of State Road 7 and Oakland Park Boulevard. Lauderdale Lakes is the center of urbanized Broward County and has the potential to become a beautiful and memorable city. Careful consideration should be given to exactly what sort of landmark should advertise the Town Center, and it is recommended that the City consider holding a design competition to select exactly what should be built.

One idea might be to celebrate the lakes and water of Lauderdale Lakes, by placing monumental fountains at each of the four corners. The addition of wide cross walks would slow traffic and further emphasize the importance of the location.

These monuments could be constructed when improvements are made to State Road 7. The impact these monuments and fountains might have on the Town Center is illustrated on the following page, and shown as the surrounding properties redevelop.
**The Intersection of SR 7 and Oakland Park Boulevard - Creating a Sense of Place**

**Existing Condition**

*The photograph above and to the left shows the existing approach to the intersection of State Road 7 and Oakland Park Boulevard. There is nothing noteworthy about the location. The drawing above and to the right shows the same intersection after street trees and monuments are added. Even without redevelopment, the intersection is memorable.*

**Phase I Condition**

*A Sense of Place*

**Streetscape and Monuments**

As redevelopment of surrounding properties occurs, the intersection is further enclosed and becomes a beautiful center to the City of Lauderdale Lakes...and to Broward County.

The proposed project may qualify for grants for art in public places, and adjacent property owners might be persuaded to contribute to the construction costs associated with the project. Increasing the significance of this intersection would add value to the surrounding properties.

The project need not cost a lot; however the monuments should be built to last a long time, and care should be taken in the materials used and in the details of finishing. As drawn, these monumental markers are approximately 24 feet tall, with the ornaments above that height. Fountains in front of each monument would be spectacular.

As Daniel Bernam admonished, “Make no small plans, they have not the power to move men’s minds.”

**Ultimate Condition**

*Streetscape and Monuments*

*New Buildings on Street*
The Town Center Plan celebrates water with numerous fountains.
Street lights

There are a great variety of street light designs available to cities. In choosing an appropriate design, it should be kept in mind that the goal of Lauderdale Lakes should be to convert their streets into public places that are pleasant for both people and cars. In a sense, choosing street lights, benches, trash containers, and bus stops is like choosing furniture for an outdoor room.

The objective of the lighting is to light the street and sidewalks, and to display them in an attractive way. The design chosen will depend on the anticipated height of trees, the pedestrian activity levels expected, and on whether the street is a shopping street, or a residential area.

Full spectrum lighting is preferred. Avoid any lamp that tinges everything in yellow.

It is recommended that a single design be used consistently along State Road 7 and Oakland Park Boulevard within the City boundaries. A simple design such as the spun granite acorn to the immediate right are affordable and quite elegant.

Unlike the photograph at the right, lamps should be placed in a consistent line on the street, providing a sense of formality. Care should be taken in the location of lights, as with all other details of street design. Attention to details, is what produces beautiful streets.

Electrical service and other utilities should be placed underground at the time State Road 7 is resurfaced if possible. It will be more expensive to do later.

A few of the many street light designs available to choose from.

A consistent theme should be used on State Road 7 and Oakland Park Boulevard. Different street light designs can be used within individual neighborhoods.
STREET FURNISHINGS - TRANSIT STOPS AND SHELTERS

Transit Stops

State Road 7 and Oakland Park Boulevard are important transit routes, and these streets will require dignified and comfortable places for people to wait for buses.

Large numbers of people in our communities use transit, and as our population ages, more people will. Shelters are also useful for pedestrian and bicyclist to escape summer thunder showers.

Where they are designed as small pieces of architecture, they can help to beautify the street. When they are poorly done, they can be an eyesore.

Shelters do not need to be expensive to be attractive. The trellis design in the middle column at the far right, is an example of a very attractive shelter that would not be overly expensive to construct.

Perhaps the City should consider a design competition, with a contract to be awarded to the vendor that comes up with the most appropriate and attractive design consistent with the City’s objectives and budget.

Shelters should be smartly located and viewed as a long term investment in both function and city beautification.
Lauderdale Lakes is a good community with good people living there. What it lacks is the organization and efficient structure that traditional cities enjoy, and the sense of place that comes with that organization. The real objective, however, is to revitalize the city so that it is a pleasant and beautiful place to live, work, and raise a family. A place where children and elderly, not just people that can own and operate an automobile, have a high quality of life. A place where you can walk to the store, or to a movie. A place where hours are not stuck in traffic. Located at the center of urban Broward County, at the intersection of two important roads, close to many job opportunities and a university, Lauderdale Lakes is well situated to become the best place to live in Broward County.
At the geographic center of urban Broward County, and at the intersection of two important roads, SR 7 and Oakland Park Boulevard, the City of Lauderdale Lakes has a unique opportunity to revitalize itself as a beautiful and special place.

The power and value of SR 7 and Oakland Park traffic to business is evidenced by the large number of businesses that successfully exist within the community. These roads need to be civilized, but they represent the energy that will attract developers and businesses to the proposed Mixed Use District.

The proposed plan captures and tames the energy of these streets by treating them as public spaces that should be attractive to, and filled with pedestrian activity...like any healthy downtown. When one drives through Lauderdale Lakes, they should slow down and notice that they are in a special place. The plan should have enough distinction that a visitor will remember the details and layout of the place.

The plan is centered on two proposed public greens, one facing Oakland Park, and the other facing SR 7. The Greens are connected by a new Main Street. The public greens are each anchored by one civic building site. The remaining faces of the greens and Main Street are fronted by 5 story mixed use buildings, having required retail uses on the ground floor. Allowable uses above the ground floor would include office and residential. When completed, the Town Green and Plaza will appear on postcards.

Although the most important public spaces within the district are those highlighted in the plan to the right, all of the streets within the district should be designed to be beautiful addresses for office and residential. To accomplish this, care was taken to scatter smaller greens and plazas throughout the district, creating not only special addresses and views, but places where, over time, fountains and civic art might be placed to further adorn the City’s heart.

The plan accommodates a variety of uses, including one big box retail opportunity, on the old Home Depot parcel. Parking is provided within parking structures wrapped with residential and office uses, or in the form of on-street parking.

The Town Center should be considered to include all four corners of the State Road 7 and Oakland Park Boulevard intersection. Because of its size and adjacency to the City owned tract of land to the east, the first priority for redevelopment should be the Market Place parcel.
The proposed Town Center and Civic Squares are ideally located to serve as multimodal transit transfer stations.

The location of civic buildings on the greens would make access convenient for transit riders.

The combination of civic buildings and transit would strengthen retail viability.
CRA INITIATED REQUEST FOR PROPOSALS

An RFP for the Redevelopment of the combined Market Place and City Owned Parcels

If the City is to achieve its redevelopment goals, including the creation of a Town Center, it is critical that the CRA find a quality developer for the Market Place property. This property is key to implementing the Master Plan.

The City owned property should be offered in combination with the Market Place property, with the optional inclusion of the old Home Depot site. The Market Place property combined with the City owned piece would make an attractive offering, and would allow the development of an excellent mixed use project.

The inclusion of the Public Library facing Oakland Park Boulevard would be viewed positively by most developers, providing a beautiful civic building is constructed, and the plan is followed. Prospective developer can be expected to provide land for the proposed new Town Hall, and green. Both the Library and Town Hall represent anchors that would benefit retail along the main street section, and on attached streets. Beautiful Civic buildings create tremendous real estate value on adjacent land. In urban areas, beautiful streets, plazas, squares and civic buildings represent the amenities that attract residential uses.

The City owned property provides a great opportunity to provide a more expensive mix of townhomes and apartments than currently exist within the City. These would provide families opportunities to move up to more expensive housing opportunities without leaving Lauderdale Lakes.

On its own, the City owned property is worth much less than in combination with the Market Place property. Without assurance that something wonderful was going to happen on the Market Place property, it is less likely the property would reach its full potential.

Given the size and location of the Market Place property and adjacent City property, the CRA should anticipate a strong response to any request for proposals.
The proposed civic spaces and New Main Street shopping district represent the heart of the Town Center. Facing both State Road 7 and Oakland Park Boulevard they will attract attention. The civic spaces may take the form of plazas or greens, but they should be surrounded with required ground floor retail, as should the Main Street section. Retail should also be required facing State Road 7 and Oakland Park Boulevard. Upper floors can be office to the extent that office is allowed today, but special incentives should be developed to encourage residential uses.

The only exception to the ground floor retail requirement, would be for civic buildings. It is recommended that the parcel just east of the civic space facing Oakland Park Boulevard be reserved for the New City Hall. The parcel just east of the civic space facing State Road 7 should ideally be reserved for civic use (e.g., a church or theater).

All parking should be mid-block in structures lined with residential or office, or on street.

Phase I development is shown in yellow and red. The Main Street and adjacent mixed use building can be built largely on land dedicated to surface parking lots. Tenants occupying the existing building could be relocated during the first phase of construction.

Proposed building area outlined in Blue would require demolition of existing one story building. Replacement structures would be 4 to 6 stories tall, and served by structured parking provided in both Phase I and Phase II. Parking Garages should be lined with occupied space, such as residential.

The phasing plan is presented to make the point that some significant progress can be made toward the goal of creating a Town Center without immediately displacing existing tenants. Ultimately, the existing structures should be replaced with higher value buildings forming a beautiful mixed use district.
A trigger for redevelopment

The CRA/City owned parcel on Oakland Park Boulevard and adjacent to the Market Place property is ideally situated to assure a successful RFP process for the creation of a NewTown Center. The property should be made available as part of an RFP along with the Market Place property. Given the incredible success of residential new urban mixed use projects such as City Place and Mizner Park, and the excellent location offered, the combined properties should attract a number of exciting responses.

In order to set the tone for a more upscale neighborhood, the plan calls for a central green, anchored on Oakland Park Boulevard by the New Public Library, and on the south side by another civic building, such as a neighborhood club house, or church. Remaining portions of the neighborhood include a mixture of townhouses, urban villas and apartment or condominium buildings. Mixed use buildings including residential, office and retail could occur along the Oakland Park and west boundary of the parcel.

The market for an upscale residential neighborhood will be strong if the Town Center property is developed as proposed. There are limited opportunities for people to live within walking distance of restaurants and cafes and shopping and work opportunities in south Florida, and everywhere that such opportunities have been provided they have sold out quickly at higher prices than expected.
Completing the Town Center

Although some priority has been given to the Market Place property, because it is adjacent to the City owned parcel, the Town Center is made up of all four quadrants of the State Road 7 and Oakland Park intersection, and the entire area should be considered the future “downtown” of the City of Lauderdale Lakes.

Equal care has been given to the design of all four quadrants. Each includes small blocks, a mix of uses, squares and greens, all interconnected with diversity of street types designed as public spaces.

Throughout the plan, parking is pushed to the center of the blocks, and is surrounded by occupied space. Buildings come up to the streets, and large open gaps between buildings have been largely eliminated. This is important. Gaps are perceived by pedestrians as dead zones, and where they occur too frequently, pedestrian activity dies, as do the stores that rely on this activity.

It should be noted that State Road 7 and Oakland Park Boulevard are treated the same as all other streets within the plan, except that it is recommended that these streets have very wide sidewalks. These highways are not so large that they can not become beautiful avenues and boulevards within the downtown, supporting retail and street cafes.

An accommodation has been made within the plan to retain the old Home Depot, as a big box retail anchor for the Town Center. In order to prevent this use from undermining the fundamental objectives of the plan, its retention should be contingent on provision of structured parking, lined by occupied space on the street sides, and/or by parking behind the building with the parking lot lined on its western edge with townhouses, as shown in the plan. If unbuffered parking is allowed to expand to the west, it will adversely impact homes in that area. If surface parking is allowed at the front of the building facing the street, the sense of street closure will be lost at a very critical location...immediately across from the Market Place property. The big box concept can only work within the town center, if it behaves in an urban rather than suburban manner.

The CRA should work with all of the landowners to implement the plans as quickly as possible. The CRA could consider forming partnerships with landowners, and than issue RFPs for the properties sequentially, after completing the Market Place RFP.
Big Box Retail

Big Box Retail, such as Wal Mart and Target have a number of problems associated with them that must be recognized at the front of any consideration of their inclusion within the proposed Town Center of Lauderdale Lakes. First of all they are regional facilities that require a huge number of visitors daily to work. This requires a lot of parking and can require expansion of the existing roadway system. Their typical suburban format, which includes provision of huge surface parking lots at the front of the store is the antithesis of place making. Surface parking lots of such proportions destroy any sense of place. In addition, these stores destroy small home grown businesses that cannot compete with the prices they are able to offer.

Lauderdale Lakes should carefully consider whether or not they really want big box retail within their community. It certainly is not essential to the community’s future success.

If it is decided to try and accommodate a big box retail user, a few things are essential. They should not be permitted to have surface parking, and any parking garage provided should be lined by occupied uses such as retail, office or residential on all sides facing streets or pedestrian traffic. In the drawing above the parking is provided in a garage behind a three story residential apartment building. Another residential building occupies the frontage along the canal, with its back facing the side of the big box retail. The facade of the building can be simple, but should take an urban form, and help to hold the space to the front. Multi-story buildings occupy the street front, shielding the buildings mass from view, while the small lake provides a view from the street.

If proposed big box retail can not respect the objectives of the City, no accommodation should be made to provide for its development. The proposed site is well located to provide a variety of other uses much more compatible with the Town Center Plan.

Although we have shown the potential for big box retail to be included within the plan, it should be recognized that this property could redevelop similarly to the other quadrants of the Town Center and perhaps with greater overall success.
The Proper Location of Civic Buildings

Public buildings include Town Halls, Libraries, Schools, Churches, Post Offices and traditionally, Agoras or Market Places and Theatres. Throughout history, those frequently used by all members of the community were provided convenient and central locations that could be easily accessed, and very particular care was given to the location of buildings that housed institutions held in high regard by the community, such as Churches, Schools, Libraries, and Town Halls. These most important buildings were often sited facing an important green or plaza, or within a larger open space. Frequently, important civic buildings were sited to terminate an important street or vista.

Invariably, the plans drawn for the most beautiful communities, included at their inception specific direction as to where important civic structures were to be located, and how they would be situated relative to the surrounding private sector lands. The location of public buildings was not an afterthought, but rather part of the organizing framework of the plan that was essential to creating a functional, healthy and beautiful community.

In the planning of Coral Gables, George Merrick recognized not only the importance of properly locating public buildings, but that by providing quality architecture, real estate value could be created on surrounding lands. His insight and vision has assured Coral Gables recognition as one of the most beautiful cities in Florida, and one with incredible real estate value. The principles of town planning and real estate development that Merrick used to found Coral Gables apply just as well to redevelopment and revitalization efforts in Lauderdale Lakes.

This prospective drove development of The Citizen’s Master Plan. A great deal of attention was given to providing the City with the opportunity to become a beautiful and special place. The placement of civic space and buildings assures a strong visual impact, but equally important, that the public investment in open space and new buildings will be rewarded by the redevelopment of the surrounding lands.

Placement of this Green on SR 7 creates an ideal site for an important civic building such as City Hall. The small block just east of the Green should be reserved for an important civic building. A pavilion and fountain have been located within the green, to be visible from Oakland Park Blvd., but also such that they terminate the view along Main Street. One possible site for the new Library would be the block just east of this green.

The Town Center District showing the best sites for placement of Civic Buildings, and possible locations for fountains, monuments, and public art.
Relocation of the Library and City Hall

The Existing City Hall and Library are poorly located. There is nothing civic about the sites that these buildings occupy, or their architecture. These buildings contribute nothing to the civic realm of the City. Fortunately, the City has nearly outgrown these buildings, providing an opportunity for their relocation to more appropriate sites.

Beyond the obvious benefit of meeting space needs, beautiful and well located Library and City Hall buildings will provide Lauderdale Lakes with a public face and sense of identity, and also will represent a source of community pride. Because of the importance associated with the institutions represented by the Library and City Hall, such buildings have traditionally been given the most prominent and special locations, and relatively large amounts were invested in their design, construction and materials. Typically, buildings such as Libraries, Town Halls, Churches and Schools represented the best in architecture, materials, and craftsmanship, and they were built to last 100 years. The significant architecture and craftsmanship associated with these civic buildings heralded the esteem the community held for the institutions they housed. Such expenditures were viewed as prudent investments that created value on adjacent properties, and provided beauty that the whole community could enjoy.

Both the Library and City Hall attract a steady stream of visitors, and therefore they have the potential to anchor a Town Square, and Main Street shopping area. The City Hall on the Town Square creates an instant Town Center, with the activity associated with the building helping to enliven the Square, making it an attractive place to be and to see neighbors. Libraries perform equally well in this regard, and have been equated to department stores in their value as anchors to downtown retail areas. Libraries are probably the most public of civic buildings.

The power of particular public buildings to act as anchors, suggests that they must be viewed as a very valuable commodity that should be spent judiciously. Put another way, a poorly located public facility represents a significant expense to the community without the full benefit or return on investment that better locating the facility might have provided. Sadly, there has been a trend during the past few decades to locate public facilities on cheap land, ignoring the real value that these facilities traditionally have provided. Because the opportunity to invest in a Library or Town Hall may come along only once in several decades, and further because the cost of such facilities is relatively large, the decision as to where to put such buildings becomes perhaps one of the most important decisions community planners will ever make. The decision will certainly have a long term impact of the community and how well it grows and functions.
Several potential Library sites were evaluated, including an existing synagogue, and the parcel at the corner of Oakland Park Boulevard and 31ST Street. Although both of these properties are large enough to accommodate the building, locating the Library on either of these parcels would not contribute to the creation of an identity for the City, nor would they help to foster redevelopment and revitalization of the Market Place property and adjacent City owned parcel, both of which are areas critical to the City’s future, and formation of a true Town Center.

The synagogue and 32 parcels are too remote and disconnected from the natural center of Lauderdale Lakes, and just barely within City limits. Placing a Library on the synagogue property would not encourage redevelopment; adjacent lands are either already developed, or exist as green field sites (outside the City’s existing boundaries) that will not require incentives to develop. It is also not clear that placement of the Library at the corner of Oakland Park and 31ST Street would provide any economic development benefit to the City. It would be a mistake to locate the Library on either of these sites.

As noted in the previous section, three civic sites were created within the Master Plan, any of which could accommodate the Library. As recommended in the Citizen’s Master Plan, the preferred site would be the one located facing Oakland Park Boulevard to the north and the Long Green to the south, on City owned land, close to the proposed Town Center and future downtown district. The plan for the City owned land creates a special site for a civic building, and placement of the Library at the proposed location would encourage the development of a strong neighborhood of more expensive housing, something the City needs. The preferred site is also sufficiently connected to the downtown shopping area to serve as an anchor to the new Main Street retail shopping area. Most importantly this site contributes to the civic character of the area which is critical to forming a true Town Center for Lauderdale Lakes.

As proposed, the Library is located in a square, fronting a long public green. The building and green are flanked by a series of high density mixed use and residential buildings. The Library is strategically located to terminate and frame the vista of the proposed Main Street. Because the Library will attract many visitors, it is a natural anchor that will enliven the green, and support downtown retail.
Lauderdale Lakes sits at the center of urban Broward County, and as a community has many wonderful characteristics, and great future opportunities. Unfortunately, as a place, it is currently without identity and nearly invisible. Little sets it apart from the other communities that occur along SR 7 and Oakland Park Boulevard. The Citizen’s Master Plan addresses this problem of identity comprehensively, but one significant contributor to the problem is the fact that City Hall, and several other potentially important signature structures are hidden from general view.

Fortunately the City has outgrown the existing City Hall, and is studying its alternatives for addressing space problems. One alternative, suggested for consideration in the Final Report titled “Municipal Complex Space Plan,” dated August 29, 2002, was to build a new facility. It is the recommendation of this plan, that a new City Hall be built to house those services most visited by the public, at an appropriate civic location within the proposed downtown Town Center, and that less frequented functions remain at the existing location. There is no particular reason for example why the Fire Station needs to be located close to Town Hall. The Fire Station should be located where it can provide the quickest response time.

During the planning of the proposed Town Center, two sites were identified that appeared to be ideal sites for a new City Hall. One, just east of the Town Green adjacent to Oakland Park Boulevard, perhaps the most important public space proposed. The second site is the one just east of the Plaza/Green that faces SR 7.

The site on Oakland Park is larger, and has the greatest opportunity to make a powerful impression, if designed properly. It is a classic Town Hall site, and in combination with its green would immediately create the sense of place that Lauderdale Lakes needs.

Locating the Town Hall on either site would provide an anchor to the new Main Street section, and both sites are located at potential multi-modal transit stops.

Although these properties are not owned by the City, they could be negotiated as part of a RFP for the combined Market Place and City owned properties. Issuance of an RFP for these properties is highly recommended, to assure expeditious and quality redevelopment consistent with the plan.
All Civic Buildings and Public Works Projects
Should be Viewed as Opportunities to Adorn the Public Realm

It does not need to cost a lot more to build a beautiful building. It is more a matter of recognizing that design, proportions and detailing are important priorities that will have a lasting consequence on the City and the value it is perceived to represent to both residents and businesses. Where care has been taken to assure that design and aesthetics are given a high level of consideration, the result has been pride in community, strong economic development potential, and high property values.

The primary reason that communities do not get beautiful building and public works projects in response to RFPs, is that they focus almost entirely on the functional aspects of the project and space requirements, and often fail to address equally important civic realm design issues. A poorly conceived and ugly building scars the street and neighborhood for years, scaring away potential investors. When one fails to pay attention to design, an opportunity to improve the City is lost.

Care should be taken with every expenditure that the City of Lauderdale Lakes makes to assure that it furthers, to the maximum extent possible, the goal of making the City a beautiful and special place.

A Civic Site for a New Fire Station

A New Firehouse

Although a Fire Station should not be located on the very best of civic sites, such as those reserved for Town Hall, Library and Churches, they should be located on good sites, and represent an opportunity to further underline the sense of place that a beautifully designed and located public building can provide.
The first job of the City is to reform its streets from highways to public places, but as the city matures there should be places for fountains, statues, clock towers, and pieces of art. Beautiful cities are often so loved and appreciated by their citizens that they make gifts of such things.

During the formation of the Master Plan attention was given to the provision of such places. Fountains and art at some of these locations may be furnished by developers of surrounding parcels, but others will wait for a special occasion, to commemorate a special bit of history or to recognize an important citizen.
The existing City Hall and Municipal Complex are set well off State Road 7, hidden from view and difficult to find. Nothing about the location or building architecture suggests a civic building, much less City Hall. The existing facility is so poorly designed on its exterior, that even after one arrives, and notes the signage, they are still unclear what building is what. Traffic circulation is confusing and the parking design inefficient.

Although the property is an inappropriate location for many of the uses located there today, the site has redevelopment potential, and could easily continue to provide space for certain of the existing City services. Alzheimer Care Center, Parks and Recreation, Public Works, and Public Safety are examples of services that could continue to occupy portions of the site.

As noted previously, Lauderdale Lakes should endeavor to move the City Hall to a civic site within the proposed City Center. The Library should be moved to the site recommended on Oakland Park Boulevard, owned by the CRA; locating a beautiful Library on this property will enhance its development potential as an upscale residential neighborhood. At such time as the Firehouse is to be replaced, it should ideally be located on or adjacent to the triangular green facing State Road 7. This site offers good access, and an opportunity to locate a beautiful civic building on an important street running through the heart of the City.

Although these changes may seem overwhelming, and difficult to finance, they can be implemented gradually over time, as opportunities arise. What is critical is that all decisions that the City makes recognize the ultimate goals and objectives. The following pages illustrate how, over time, the Municipal Complex property might be improved.
The complex is hidden, and deprives the City of the place making power that properly located, beautiful civic buildings, can provide. Improvements in parking, circulation and entrance are required, regardless of the site’s ultimate use. The property fronts a canal, but this potential asset is hidden from view, behind buildings.

Immediate changes to parking lot design and circulation would improve the site’s civic character, parking capacity, and traffic flow. As the proposed landscaping improvements mature, the value and beauty of the site will dramatically improve. A small, well designed tower or gazebo on the canal, at the end of the street would attract attention to this hidden asset.

Residential development should be encouraged along the south side of the entrance street, facing the play fields. These buildings should pull up to the street, improving its feel, with parking provided at the back of the buildings. The landscaping provided along the street in Phase I, will help to market the adjacent land for residential apartment buildings.
Phase III

The Firehouse is relocated to the more prominent site, facing State Road 7, just south of the triangular park. This relocation need not take place immediately, but should be done at such time as the existing facility becomes obsolete. This move would help to provide Lauderdale Lakes with a sense of place, and frees up valuable land for redevelopment along the canal.

Phase IV

Infill development and reorganization of existing facilities can occur at any time, as opportunities arise. A detailed redevelopment plan should be developed to guide this process and assure that the ultimate objective is achieved. At some point, the existing City Hall should be relocated to the Town Center, with the existing structure renovated with a more formal face.

Buildout

The buildout plan shows residential apartment buildings facing the water, with the waterfront landscaped as a park. Many of the existing buildings remain, but with different uses, since the plan calls for the relocation of City Hall and Library to the Town Center. The prominent location of the old City Hall building on the property requires that its facade be improved.
Lauderdale Lakes has a large number of interconnected lakes and canals, that might provide wonderful recreational opportunities, if over time some of the connections were improved to allow small boats to pass under roads. SFWMD maintains a wide easement just north of the C-13 that represents a wonderful opportunity to construct a beautiful waterfront linear park or greenway. The greenway could be expanded into a park just west of State Road 7. The existing condition of the District land is illustrated in the picture above. The City should negotiate with SFWMD regarding the improvement of this land as a waterfront park and pedestrian greenway. Houses front the property, but these could be buffered with hedges and picket fences with gates, allowing residents access to the park. A beautiful linear park could significantly improve property values along the canal, and might ultimately result in some more expensive homes being built within the community. Lauderdale Lakes needs a broader range of housing opportunities, and one way to provide these is by creating good addresses for residential.
The proposed water front greenway runs within the SFWMD Right of Way just north of the C-13 and expands into a potential park west of State Road 7. Options for conversion of the unimproved land into a greenway and park are illustrated below.
A Long Term Opportunity

This area should be redeveloped, and the plan proposes the creation of a beautiful boulevard with parks on either side as a suitable replacement. Quadraplexes would be replaced with apartment buildings or condominiums. The parks would provide places for residents to gather and children to play safely.

The CRA should consider seeking grants and federal assistance to redevelop this area with a mix of affordable and market rate housing. It is not a good idea to create a large concentration of low income housing at any one location. The mix of affordabilities is important. The CRA could gradually phase this area out block by block, with the new units providing places for those displaced to live. Apartment buildings could have a variety of unit sizes, some being more affordable.
REDEVELOPMENT OF THE OLD FLEA MARKET PROPERTY

Existing Condition
An Opportunity for Redevelopment

The existing old Flea Market property is underutilized and should be redeveloped. It is currently being used by a film studio. That use can occur while developing other portions of the property. The subsequent diagrams show how infill development might occur, leaving the existing building intact, and how over time the entire property might be redeveloped in a phased and gradual manner.

The CRA should work closely with the owners to improve the property’s impact on surrounding neighborhoods by encouraging the buffering of the building from Oakland Park and NW 31st Avenue.

Infill Development
and
Improvements to the aesthetics of the street frontages

This diagram illustrates how the construction of buildings along NW 31st Avenue and Oakland Park Boulevard would improve the aesthetics of these streets and shield the less attractive building from view. Additional infill opportunities are also illustrated. A mix of uses is possible, but the most likely use would be residential townhouses and apartments.

The Plan is set up to allow for the eventual replacement of the old flea market, and its replacement with interconnected streets forming residential blocks.

Conversion of the property
into
A residential neighborhood

Eventually, the old flea market building will outlive its usefulness, and the plan anticipated its ultimate conversion into a residential neighborhood.

This conversion could take place immediately, or gradually over time, as illustrated. The Master Plan assures that incremental development will come together to form a well-organized and functional neighborhood at buildout of the property. The Master Plan functions as a regulating document to assure the desired outcome.
Consideration has been given to the annexation of the property shown in red. Annexations should only be considered when the property to be annexed has a close relationship and sense of common interest with the adopting city, and when sufficient tax revenue is anticipated from the property.

If development were to proceed as proposed in the Master Plan, with a strong network of interconnecting streets linking homes to neighboring areas, and providing the housing provided increases the diversity of housing affordability within the city, then there would appear to be sufficient proximity so that residents would naturally feel a part of Lauderdale Lakes. Gating the new community would undermine this relationship and should not be allowed.

Unless the housing to be provided is sufficiently expensive to generate a strong revenue surplus, it is not clear what the benefit of annexing this property would otherwise be. The City could work with Oakland Park to assure its development in the format proposed, and the proposed park should be provided by the developer of the property regardless of what city has jurisdiction.
IMPLEMENTATION
IMPLEMENTATION

Priorities and Project Management

The Citizen’s Master Plan represents a vision intended to guide City actions and investment toward a well defined objective. The plan is comprehensive, and includes a large number of redevelopment opportunities. Not all of these opportunities should be pursued immediately, attention and resources should instead be focused on those opportunities that are strategically most important to achieving the long term objectives of the plan. It will take many years to fully implement the plan, but steady progress can be made toward implementation, and the City will improve with each step.

Items requiring Immediate Attention

Negotiations with FDOT regarding the design of State Road 7 and Oakland Park Boulevard. FDOT is preparing to resurface State Road 7, and it is vital that the City focus its attention on assuring that the reconstructed road is designed in conformance to the proposed vision included within the plan. This is the time to make any changes, it will be many years before another opportunity comes along again. Priorities for the City should include: 1) a maximum of 6 through lanes, 3 in each direction, 2) 18'-24’ wide median, planted with a continuous row of canopy shade trees such as Live Oak, 3) 12’-24’ sidewalks (as described in the plan), with a continuous row of canopy shade trees on each side of the street, 4) transfer of ROW not used for the road or first 12’ of sidewalk to the City, so that management of the 12’ of sidewalk in front of building can be administered by the City, 5) bricked pedestrian crossings at the intersection of State Road 7 and Oakland Park Boulevard, 6) accommodations for future changes in signalization required by the plan, 7) accommodations for monuments and fountains at the State Road 7 and Oakland Park intersection, 8) decorative street lights, and 9) buried utilities. It should be noted that the City may need to participate in the funding of some items outside of normal FDOT practice, but what is most important is that no action is allowed that would preclude the early implementation of the street sections proposed.

Location of the Library fronting Oakland Park Boulevard, on the City owned parcel. For reasons noted in this report, every effort should be made to locate the library on this site. It is important that the New Public Library be a very beautiful building. Conducting a design competition for the building would draw attention to the City’s commitment to quality and its revitalization, and would be the best way to assure that a building is designed for the special site that has been created for it. A simple RFP could be put together fairly quickly based on the Master Plan already completed. If done immediately, the competition would not slow down the construction process.

Surveys and conversion of the plan for the City owned parcel into a measured CAD drawing, and replatting of the parcel. In order to design the New Public Library the exact parcel dimensions will need to be provided, and the land will probably need to be replatted. During this process the green should be dedicated and the proposed streets laid out. This will facilitate the preparation of an RFP for the combined Market Place and City owned property as well.

Negotiations with the County and FDOT regarding the proposed multimodal transit concept included within the plan. Although a great deal of work needs to be done before the multimodal transit concept can be implemented as proposed, the City should share the concept with both the transit authority and FDOT to assure that the concept is included in their plans and thinking.

An Implementation Leadership Team should be established that meets weekly to report progress on implementing priority items. It would be effective for the City Manager, CRA Director, Planning Director and other department heads assigned implementation responsibilities to meet weekly to report progress on implementation of assignments.

High Priority Items

The City should adopt the Citizen’s Master Plan, by resolution, as the vision of the City for its ultimate buildout.

The City should develop and adopt the necessary Land Use and Zoning Code amendments required to encourage and allow implementation of the plan, including necessary changes to the City’s Comprehensive Plan. This is undoubtedly the most important early step that the City must take regarding implementation of the plan.

The City is advised to review the Downtown Master Plan developed for West Palm Beach as a model that has been accepted by DCA and has proven effective and fairly easy to administer. West Palm Beach has been very successful in encouraging the redevelopment of its downtown and has developed a number of models that may be useful to the City of Lauderdale Lakes.

The most difficult task will be to convert the existing FAR approach to zoning, to a model based on building form. It is necessary to assure that no Burt Harris taking results from the conversion, which is accomplished by assuring that landowners have as much or more development potential...
after the conversion as they did before. Ideally, the revised code should provide incentives for redevelopment of lands, but this must be done in a way that the value of property is not increased, without the redevelopment actually occurring. If land value is increased without requirements for construction of the desired product, it may have the effect of slowing the redevelopment process, since landowners ask too much for property.

In our experience this problem is best addressed by providing limited duration zoning incentives. A significant increase in development potential consistent with the goals of the plan is provided for a limited and defined period of time, and becomes effective only if the required building type is actually built within the time frame. This is a use-it or lose-it incentive. Nothing prevents the landowner from proceeding with development of the base amount allowed in the plan after the incentive period runs out, but the bonus of density is only granted if development actually occurs within typically a 4 or 5 year period. This allows the City to provide incentives that do not permanently increase the value of land, which is very important.

The CRA should update its plan to make it consistent with the adopted Master Plan. Such action is necessary to give the CRA the authority to implement aspects of the plan.

The City should establish an expedited review process. A process should be established that makes it easy for developers to get approvals for projects that are consistent with the adopted Master Regulating Plan, and Zoning Code for either the entire City or the Town Center portion of the City. It is recommended that this process focus on the City Center area initially, and expand to other portions of the City as experience is gained with the process. Again, the City of West Palm Beach has developed a model for this approach that it uses to manage development proposals within the downtown.

The CRA should issue an RFP for the combined Market Place Property and the adjacent City owned parcel. As noted in this report, a well constructed RFP for these combined parcels should be well received by the development community, and the Master Plan should help the City to easily articulate its goals and objectives. Ideally, it would be best if the CRA were able to negotiate a contract with the existing owner of the Market Place property, to firmly establish the cost of acquiring that land. Alternatively, the City could agree within the RFP to use its powers to acquire the property, at the respondents cost. Typically however, respondents want a fixed acquisition cost so that they can fully evaluate the viability of the project.

Redevelopment of these combined properties in good form will trigger extensive the redevelopment interest in the remaining three quadrants of the intersection of State Road 7 and Oakland Park Boulevard. The success of this endeavor will assure that the goals of the plan are achieved to a full extent.

Respondents to the RFP should not be required to precisely conform to the drawings included within the Master Plan, but should be expected to comply with intent reflected in the plan.

The City should make a commitment to relocate the City Hall to the New Town Center. It is not essential that this move take place in the immediate future, and in fact it can not practically occur until a developer is selected to redevelop the Market Place property. But it is important that the City recognize the importance of this move, and at least a conceptual commitment would open avenues of discussion with prospective respondents to the RFP. Recognition of the long term commitment, would also help to guide shorter term decisions regarding the improvement of the existing Municipal Complex and its ultimate use.

As part of this discussion, consideration should be given to the ultimate uses to be housed at the Municipal Complex, and what portions of the property might be surplused or redeveloped consistent with the Master Plan for the property.

The City and CRA should carefully monitor development interest on the old Home Depot property to assure that any proposed development proceeds according to the Master Plan. Under no circumstances should the City facilitate redevelopment of this parcel in a manner that would compromise the intent of the Master Plan to transform State Road 7 from a highway to a beautiful street lined by buildings and trees. Of particular concern in any proposal to retain the existing surface parking lot. It is critical to the creation of the Town Center that the existing surface parking lots be phased out and replaced with buildings and mid block parking garages. Lauderdale Lakes is too valuable a location to have land wasted on extensive surface parking lots. Surface parking lots will undermine key objectives of the Master Plan.

Moderate Priority Items

Continue to reinforce the City's role with the State Road 7 Collaborative in establishing directions for the future.

Pursue Regional Activity Center Designation. The City should support the adoption of stan-
IMPLEMENTATION

dards by Broward County to promote infill and mixed use development along the State Road 7 corridor, and should seek designation as an Activity Center.

The CRA should commission a market analysis. The analysis would help the CRA to determine the extent and types of retail and businesses can be supported by the area. The CRA should then work with a retailing expert to attract and properly locate such businesses.

A design competition should be conducted to select transit shelter design with in the City. Consideration needs to be given to the design of bus and transit shelters to be used within the City, and consideration should perhaps be given to holding a design competition, with the winner awarded the contract for providing the selected shelters. Again such competitions draw attention to the City and its commitment to become a special place.

The CRA and City staff should share with the owners of the old Flea Market, infill development opportunities that could be undertaken.

The City should consider retaining the services of a City Urban Designer with a strong background in architecture and urban design. On the short term these services can be acquired by contract, but as the City matures consideration should be given to sharing a full time position between the CRA and City Planning. Typical duties of the City Urban Designer include: developing conceptual plans for the development of parcels, developing counter proposals to developer submitted plans that are not consistent with the City's vision, reviewing building and development plans for consistency, and developing design guidelines.

Longer Term Priorities

The City should discuss with SFWMD the possibility of developing a waterfront linear park along within the land owned by the District along the C-13 canal. The Water Management District has entertained such proposals in the past, providing the designs do not compromise the District's ability to maintain its facilities.

The CRA should sequentially issue RFPs for the other three quadrants of the Town Center, after successfully completing the RFP process for the Market Place parcel.

The CRA should consider the focused purchase of units along NW 31st Avenue, with the intention of redeveloping this blighted area block by block. Housing Grants may be available to redevelop this area, and these should be explored.

The City should carefully evaluate proposals to annex into the City of Lauderdale Lakes. Annexation should only be entertained when there is a clear benefit to the City.

Ongoing Assistance

The City of Lauderdale Lakes and the Lauderdale Lakes CRA have put together a team of very competent professionals with wide ranging experience. Their greatest difficulty with implementing the recommendations of this report will undoubtedly be time. A large amount of time consuming work will be needed to move this plan forward expeditiously.

The Regional Planning Council has developed a team of experts that can provide cities with supplemental manpower and experience, should time constraints make such assistance necessary. The Council can direct City staff to model ordinances, RFPs, models for design competitions, and development regulations and codes that can simplify the task of developing these documents. Assistance in actually preparing such documents is available on a contractual basis.

TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH
The Charrette Process
Views of the residents drawing their ideas
Residents presenting their group's plans.
Lauderdale Lakes Design Team
Designer at lower right had a late night and ate too many M&Ms.
TREASURE COAST REGIONAL PLANNING COUNCIL

Michael J. Busha, AICP
Terry L. Hess, AICP
Marcela T. Camblor
Shirley H. Monroe
Elizabeth L. Gulick
Peter G. Merritt, Ph.D.
James T. Snyder
Gregory P. Vaday
Sandy Gippert
Diane Martin
Wynsum W. Hatton
Penny Myszkowski

Executive Director
Planning Director
Urban Design Coordinator
Graphics Designer
Administrative Secretary
Regional Ecologist
DRI Coordinator
Economic Development Coordinator
Accounting Manager
Accounting Clerk
Administrative Assistant
Secretary/Receptionist

TCRPC Design Studio: Michael Busha, Marcela Camblor, Shirley Monroe
SFRPC: David Dahlstrom
A+S Architects: Derrick Wendell Smith
Glatting, Jackson, Kercher, Anglin, Lopez, Rinehart: Wade Walker
Correa, Valle, Valle, Architects & Planners: Estela Valle, Erick Valle
Urban Designers: Steven Fett, Sita Singh, Dan Cary, Natasha Failim, Elena Romero, Freddy Vivas, Jess Linn, Maria DelLeon Fleites, Shailendra Singh

THE DESIGN TEAM

301 East Ocean Boulevard, Suite 300
Stuart, Florida 34994
(772) 221-4060 (phone)
(772) 221-4067 (fax)

Images from the May, 2003 Charrette
City of Lauderdale Lakes Municipal Complex,
Lauderdale Lakes, Florida.