

Town of Davie  
State Road 7/U.S. 441  
Charrette Master Plan



**Urban Land  
Institute**

**Southeast Florida/Caribbean**

Technical Assistance Panel for  
The Town of Davie, Florida, Community  
Redevelopment Agency

December 6 and 7, 2010 | Davie, Florida

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# Urban Land Institute Southeast Florida/Caribbean District Council Technical Assistance Panels

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## **What Are Technical Assistance Panels (TAPs)?**

Since 1947, the Urban Land Institute's (ULI) Advisory Services Program has been assisting communities by bringing together week-long panels of seasoned real estate, planning, landscape architecture, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. Several years ago, the ULI Southeast Florida/Caribbean District Council began providing panel services of one or two days to address specific local government issues in areas such as housing, parking, redevelopment, and future land use development. The District Council has over 800 members spread along the east coast of Florida from Indian River County through the Florida Keys and in the Caribbean.

## **How Do TAPs Work?**

Sponsors request the services of a TAP with regard to a specific issue that can be addressed by a panel of experts in one or two days. The District Council assists the sponsor in refining the scope of the assignment and convenes a panel to address those specific issues. The sponsor works within ULI guidelines to provide background information to ULI panelists prior to the panel's convening. When convened, members of the TAP view the subject site, hear from public and private stakeholders, and then deliberate on the assigned issues. At the conclusion of its work, the panel presents an oral report to stakeholders; that is followed by a written report within approximately four weeks.

## **What Do TAPs Cost?**

A fee is charged for the advisory service, but the panel members are not compensated for their time. The fee depends on the length of the actual TAP convening but is typically between \$15,000 and \$20,000, including panel expenses. Each TAP is different, and fees are negotiated individually with the client sponsoring one. Panel members donate their time and are only reimbursed for their out-of-pocket expenses such as overnight lodging and transportation to attend the TAP. To ensure objectivity, panel members cannot be involved in matters pending before the sponsor, be working for the sponsor, or solicit work from the sponsor during the six months following the panel's assignment period.

## **Who Is ULI?**

ULI was founded in 1936 as a non-profit institute to facilitate the open exchange of ideas and information among local, national, and international real estate industry leaders and policy makers dedicated to creating better places. Today it has 30,000 members worldwide. The ULI does not lobby or act as an advocate for any single industry. It is committed to providing leadership in the responsible use of land and creating and sustaining thriving communities.

# Sponsor and Panel Members

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## Sponsor

### Davie Town Council Members

- Judy Paul  
*Mayor*
- Susan Starkey  
*Vice Mayor*
- Bryan Caletka  
*Councilmember*
- Caryl Hattan  
*Councilmember*
- Marion Luis  
*Councilmember*

### Community Redevelopment Agency Board Members

- Mark Engel  
*Chair*
- Neal Kalis  
*Vice Chair*
- Michael Crowley
- Joan Kovac
- Tom Gill
- Sy Dorn
- Terry Santini

### Community Redevelopment Agency Staff

- Will Allen  
*Redevelopment Administrator*
- Marcie Oppenheimer Nolan, Esquire  
*Community Redevelopment Agency Consultant  
Becker & Poliakoff, PA*
- Cheryl Ellett  
*Administrative Assistant*

### Panel Members

(NOTE: Biographical profiles of TAP members are contained in Appendix A.)

#### TAP Chair

- Ken Tuma  
*Principal, Urban Design Kilday Studios*

#### Panelists

- Erick H. Collazo  
*Director, MBA Development Partners, LLC*
- K. Lawrence Gragg  
*President and Chief Operating Officer, Codina*
- Marc Kopelman  
*Partner, Weidenfeld Financial Group of  
Raymond James & Associates*
- Eric D. Swanson  
*Executive Vice President,  
Flagler Development Group*
- Chris J. Walsh, P.E.  
*Associate Engineer, Kittelson & Associates, Inc.*

### ULI Southeast Florida/Caribbean District Council

#### TAP Vice Chair

- James R. Brindell  
*Shareholder, Gunster*

#### District Council Staff

- Carla Coleman  
*Executive Director*
- Jean Scott  
*TAP Report Preparation*

### ULI Southeast Florida/Caribbean District Council

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Lighthouse Point, FL 33064  
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# Panel Process and Agenda

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## Panel Process

The Davie Community Redevelopment Agency (CRA) TAP process centered on the following five steps:

- Representatives from the ULI Southeast Florida/Caribbean District Council met with town officials and CRA staff and board members to discuss issues related to updating the Town of Davie's Master Plan for the Transit Oriented Corridor (TOC) located along State Road 7/US 441 within the municipal boundary of the town.
- ULI Southeast Florida/Caribbean District Council staff researched the CRA's goals for the TAP and, based on their findings, selected the TAP members who had the expertise most tailored to addressing the issues raised by CRA staff and board members.
- The TAP received a complete set of pre-meeting briefing materials about the Town of Davie and the TOC planning area (both existing and planned conditions).
- The TAP met on December 6 and 7, 2010, in the Davie Community Center at Town Hall.
- The TAP, under the leadership of the ULI Southeast Florida/Caribbean District Council, prepared a report on its recommendations and conclusions.

*"The Town of Davie is looking forward to the time when the TOC is a vibrant place that offers a complete range of transportation services that make it easy to access the area's many amenities and creates a viable, vital place for living, working, shopping, recreating, and dining." (Mayor Judy Paul)*

## Panel Agenda

The agenda (Appendix B) for the TAP was organized as follows.

On December 6, the TAP began its orientation with a lunch meeting with representatives of the Davie Town Council and CRA staff and board. The lunch meeting was followed by a comprehensive tour of the study area, during which the CRA staff acquainted the panel with that area. Following the tour, the panel provided an opportunity for public comments.

On December 7, the TAP spent the morning and early afternoon working on the issues that the CRA staff had asked it to address. In the afternoon, the panel members presented their observations and recommendations to an audience of interested citizens and community and business groups, Town of Davie Council members and staff, and CRA board.

Both public sessions were well-attended by those interested in the central business district area.

# Background: The Planning Context and TAP Focus

The Davie CRA convened the TAP to determine if, based on the economic events of the last several years, any adjustments are required in the Town's Master Plan for the TOC (depicted below). That concern was based on that fact that the majority of the data and analysis used to develop the TOC Master Plan was generated during the high growth years of the early 2000s

## Planning Context

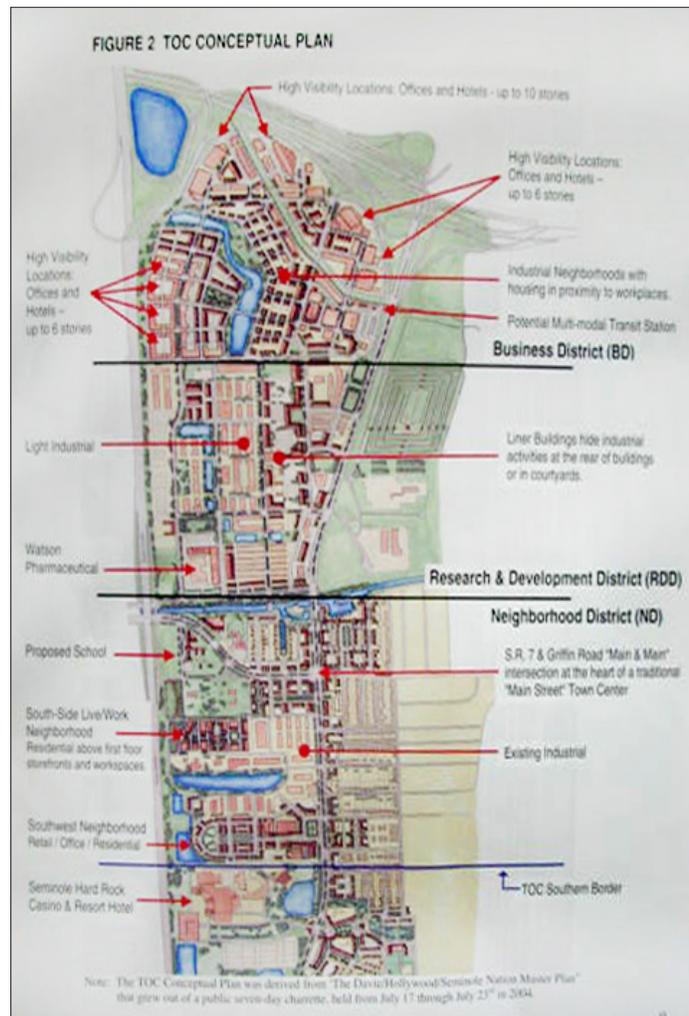
The TOC Master Plan area covers an approximately 900-acre area on and around State Road 7/US 441 located within the Town of Davie – a town of 90,000 residents and having:

- A central South Florida location.
- Excellent access to the region's major transportation facilities (I-595, I-95, I-75, Florida's Turnpike, the Fort Lauderdale-Hollywood International Airport, and Port Everglades).
- A deep corporate and professional tax base.
- A top tier K through post-graduate school system (the South Florida Educational Center and highly ranked elementary, middle, and high schools) that is so crucial to attracting new economy businesses.
- Desirable residential areas and a historic downtown that offer a small, rural town feel and lifestyle -- a rare commodity in an urban major metropolitan region and one unique to south Florida.

The following reports provided the panel an understanding of current plans for the TAP focus area and the assumptions behind them.

*State Road 7/US 441 Corridor Broward County Florida*, an Advisory Services Report. Prepared in 2004 by the Urban Land Institute, the report summarizes the advice of a ULI Advisory Services panel convened to examine the redevelopment and revitalization potential of the 25-mile section of the State Road 7/US 441 corridor located in Broward County. The panel concluded that the "combination of strong projected population growth in the region and the lack of available land in Broward County points to significant redevelopment potential along the corridor."

*"Davie is a unique community that has what everyone wants – a mix of residential, commercial, and industrial uses that include a large, stable employer and a high traffic count (50,000 daily trips) while still retaining a small town character and ambience." (The ULI Technical Assistance Panel)*



*Davie Transit Oriented Corridor Conceptual Master Plan*

The State Road 7-Davie/Hollywood/Seminole Nation Charrette Master Plan. Convened by the South Florida and Treasure Coast Regional Planning Councils, the State Road 7/US 441 Davie/Hollywood/Seminole Nation charrette looked at the redevelopment of the corridor between I-595 and Stirling Road and the surrounding neighborhoods. It was developed as part of a cooperative 14-member local government regional planning initiative to develop a master plan for the entire portion of the corridor located in Broward County. The Master Plan, which was conceptually approved by the Town of Davie in 2005, was intended to serve as a guide for the creation of a TOC Future Land Use Amendment (described below) and the corresponding land development regulations. The goal is to increase mobility through enhanced transportation and land use coordination and to improve the economic and aesthetic conditions along the State Road 7/US 441 corridor.

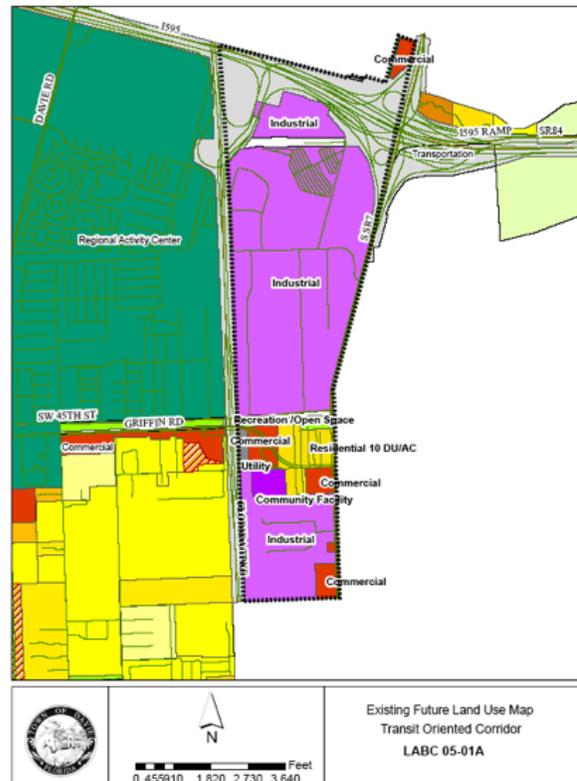
## The TOC

Adopted in 2009 by the Town of Davie, the TOC future land use category provides a mix of land uses, density, and design that is intended to encourage the creation of an environment that will promote and support transit and pedestrian usage, create a sense of place (currently lacking along the corridor), and capture the corridor's economic potential. The proposed uses (residential, industrial/flex, commercial, and hotel) are consistent with the findings of the ULI Advisory Services panel and over time would lead to the redevelopment of an underutilized area featuring heavy industrial uses. Those uses are designed to take advantage of and reinforce State Road 7/US 441's role as a major north-south transit corridor. Broward County has designated the corridor a "Premium" transit corridor where high performance transit services, such as Rapid Bus or Bus Rapid Transit, are planned.

## TAP Focus

Because the economic and demographic assumptions in the Master Plan are now more than five years old, the CRA asked the TAP to address what changes might be required to match the plan to current and projected economic realities. Described in more detail in Appendix C, the TAP specifically focused on:

- The underlying economic assumptions, the phasing along and within the State Road 7/US 441 corridor, and the plan elements, intensities, and densities.



*The goal of the TOC land use designation is to facilitate mixed-use development (bottom image) with access to high performance transit services within the TOC corridor (top image).*

- The location and phasing of new infrastructure improvements, including water and sewer, parks and open space, drainage, and complete streets.
- The top three implementation tools the Town of Davie and its CRA could use to encourage redevelopment consistent with the approved Master Plan.
- How to provide better access to a developable 20-acre parcel that was negatively impacted by major transportation improvements (I-595 and the Florida Turnpike).

## The TAP's Response to the Community Redevelopment Agency's Questions

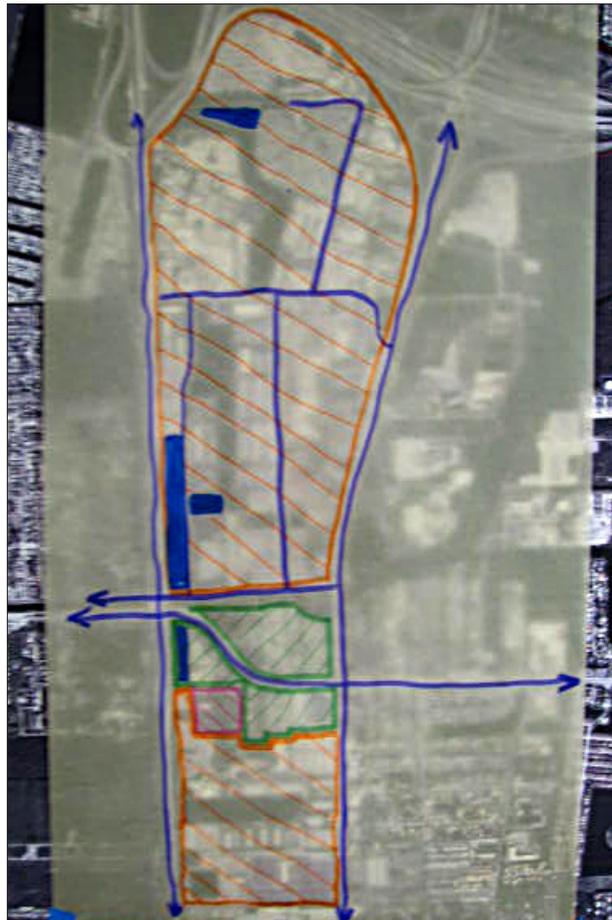
TAP Chair Ken Tuma began the afternoon session by introducing the panel and highlighting the qualifications of each member. The panel members, he noted, had in-depth experience in the areas of land planning, urban design, transportation engineering/planning, and real estate development, management, finance, and marketing. The background and qualifications of the individual panelists are more particularly described in Appendix A, Biographical Profiles.

To develop their recommendations, Tuma noted, the TAP members had carefully examined the 2004 TOC Conceptual Master Plan that envisioned dense, mixed-used development along the State Road 7/US 441 corridor. Since the recession and resulting market changes, Tuma stressed, that plan is no longer achievable. The projected economics and demographics that the plan was based on have not been realized due to the severe recession and real estate speculation. Consequently, the TAP is recommending a revised plan that focuses on business center uses that are consistent with existing (light industrial) land use precedent and minimizes residential uses.

The focus on building on existing land uses is consistent with the TAP's charge to look at what can be done in the next five to ten years, Tuma concluded. With much lower than anticipated population



*The TAP focused its expertise on determining if, given current and projected economic conditions, the Davie TOC Master Plan should be revised. That "truthing" will enable the Town of Davie to make the most effective and strategic use of public infrastructure investments.*



*As depicted above, the TAP recommended rebranding the TOC area as the Central Broward Business Center, dividing the center concept into three geographic sections – north, central, and south. The dark solid blue areas are those that should be evaluated for potential common storm drainage improvements, another TAP recommendation.*

growth and property values (values that are not high enough for a developer to cover amenity costs), the proposed residential uses are currently not feasible. Instead, the TAP recognized that the attributes of the subject area, including the proximity to various regional transportation facilities, make it a strong candidate for developing a regional business center which would strengthen the job base in the area as well as increase tax revenues.

TAP members organized their comments around three clusters of near-term actions:

- Rebrand the region as a regional business center
- Create a common design theme throughout the area
- Strategically target infrastructure improvements

*“The location of the TOC area between two juggernauts – the residential area to the east and a major educational complex to the west – and its exceptional access to major regional transportation facilities present a great opportunity to reposition the area as a business center that attracts the jobs of the future.”  
(The ULI Technical Assistance Panel)*

## Rebrand the region as a regional business center

With its superior access to major regional transportation facilities, the TOC presents a strategic opportunity to position the area as a regional business center, the TAP emphasized. To achieve that goal, the area (which could be called the Central Broward Business Center or CCBBC) should be the focus of a branding and marketing campaign that calls out the benefits of locating a business in the area and answers the questions that developers will have before they are willing to invest.

“Big developers,” the TAP emphasized, “need to know when they look at a location that they will not be there by themselves. The high percentage of occupied properties (particularly during a major recession) helps make that point.”

TAP members grouped their comments about how to reposition and brand the area as a regional business district around three principal geographic sections – north, central, and south.

### CBBC North

#### Issues

TAP members highlighted a number of issues that need to be addressed in the CBBC north area. They included some positive assets on which to capitalize and negative features to correct:

- Excellent visibility in most areas, although in some areas it is poor
- Lack of infrastructure
- Conflicting existing land uses (e.g., residential mobile homes next to industrial uses)
- Common ownership of large land parcels in some areas and multiple ownership in other areas
- Poor access



*Identified in the blue-green cross-hatching, major land holdings in the northern section of the CBBC may present opportunities for development or redevelopment. Also depicted are two other TAP recommendations. The triangle highlighted in pink identifies an area that could be added to the common storm water drainage area, and the dotted arrow line reflects the proposed connection of Southwest 50th Avenue to the east-west Southwest 30th Street just south of the truck stop.*

- Truck stop improvements underway
- Heavy truck traffic (some 500-plus trucks per day)
- The potential that future development may require a revised storm water system

The TAP also noted that if land became available in the northern part of the central business district due to redevelopment activities it might provide an opportunity to relocate the auto auction there, which would make the existing auto auction site available for redevelopment opportunities.

### ***Ideas***

The TAP highlighted a number of opportunities in the north CBBC area. They include the:

- Tendall Hammock water service district acquisition that will provide services for the area.
- Southwest 50th Avenue extension to Southwest 30th Street that will enhance internal circulation.
- Ability to expand the existing water retention pond to accommodate future redevelopment of parcels.
- Central ownership of the recreational vehicle park that, when the use is changed, could create opportunities for near-term light industrial redevelopment uses as well as for additional drainage retention.

To improve the ingress and egress of the 20-acre parcel negatively impacted by transportation improvements (specifically I-595 and the Florida Turnpike), the potential for a slip ramp from the Florida Turnpike at Oakes Road would be a game changer, the TAP noted. However, the likelihood of obtaining approval from the Florida Department of Transportation would be extremely unlikely given that it would be located within a complex interchange. It is also too expensive when compared to the value it may bring. More important improvements would be to connect Southwest 50th Avenue with Southwest 30th Street, creating an internal loop, and improve the intersection of Oakes Road and State Road 7/US 441.

## **CBBC Central**

### ***Issues***

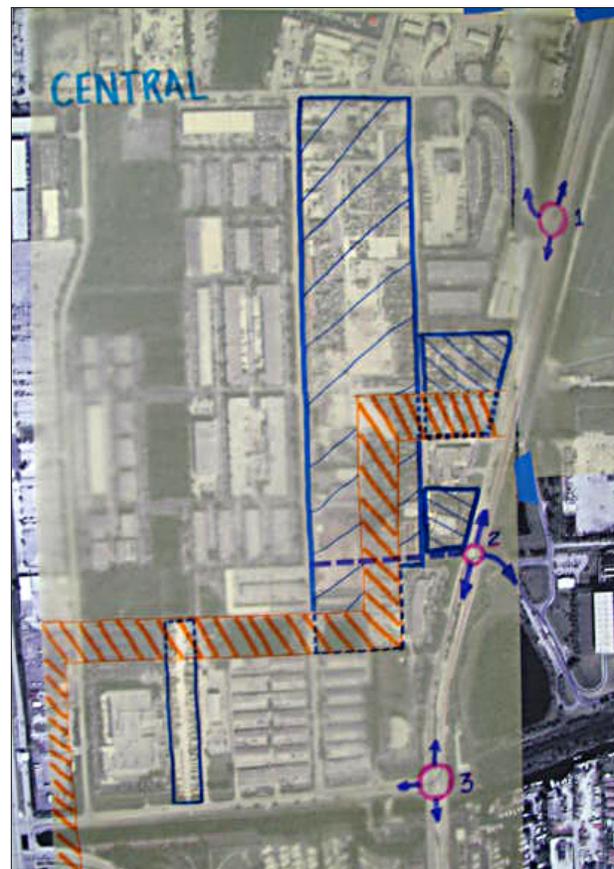
The TAP outlined a number of issues regarding the central CBBC area:

- A major Florida Power & Light (FPL) easement bifurcates the site.
- Watson Pharmaceuticals has limited options to expand. As a major community employer, every step should be taken to retain this anchor tenant.
- Available centralized drainage is lacking.
- The land is owned by a number of different owners.
- The area has poor access to State Road 7/US 441.

### ***Ideas***

The central CBBC provides good opportunities for light industrial redevelopment, TAP members noted.

Ideas to facilitate that development are highlighted on the next page:



*Illustrated above, the central section of the CBBC has a number of land holdings that present potential development and redevelopment opportunities. The circles on SR7/US 441 show proposed major entrance improvements. The orange shaded area reflects the FPL easement running through the study area.*

- Capitalize on the proximity to the Fort Lauderdale-Hollywood International Airport and Port Everglades and the need to move and store containers coming through the port. The widening of the Panama Canal will increase the need for places to store containers.
- Establish a foreign trade zone for the area as an amenity and attraction for users of Port Everglades.
- Create a signalized intersection south of the existing Oaks Road intersection across from the entrance to the Wheelabrator site located east of State Rd 7/US 441. A roadway could be created that would connect State Rd 7/US 441 at this new intersection westward to an extended SW 46th Avenue and/or to Hugh B Cramer Avenue.
- Evaluate the Sloan property and truck parking site to enable a potential expansion of Watson Pharmaceuticals.
- Use the FPL easement areas for a linear drainage lake and parking to serve nearby businesses. The lake could be constructed as part of a storm water mitigation bank that would involve the Town of Davie or the CRA selling the mitigation credits.
- Use Orange Drive and the Florida Turnpike as a good starting point for drainage infrastructure expansion. Providing centralized drainage (versus on-site drainage) will be important to assembling large tracts of land attractive for redevelopment.

## CBBC South

### Issues

The TAP noted a number of issues regarding the south CBBC area. They include:

- What appears to be prime frontage available for commercial development is actually extensive FDOT right-of-way on the south side of Griffin Road.
- The presence of an existing cemetery site that should be respected.
- A southern edge that is currently dominated by auto auction uses but in the future could present a redevelopment opportunity (for example, an entertainment generator or a residential or clearance center use). The provision of parking could be an incentive for redevelopment.
- The Seminole Hard Rock facility, which is an internalized destination (i.e., once people enter the facility, they usually do not leave and experience the surrounding area).
- An eastern border that, although it impacts the CBBC, is outside the Town of Davie's municipal boundaries. Coordination with the neighboring community is needed when planning for this area.

### Ideas

The TAP noted a number of ideas to consider for the south CBBC area:

- To the extent possible, reposition the FDOT drainage onto the FPL easement area (depicted on page



As the blue lined areas above illustrate, the southern section of the CBBC contains large parcels of land that should be a focus for future development or redevelopment. The circles in SR 7/US441 reflect major intersection improvements, and the orange cross-hatched area reflects the FPL easement.

eight) to create additional Griffin Road frontage that could be used for commercial uses. Such development would benefit from the increased number of drivers traveling on Griffin Road and State Road 7/US 441 at night to the Seminole Hard Rock Hotel and Casino.

- Address the property on the east side of State Road 7/US 441 with adjacent municipalities to make the entire area more attractive for development.
- Install branding entrance features at key locations such as the intersections of State Road 7/US 441 with 51st Street, Griffin Road, Powells Road, and Oakes Road, to announce the arrival at a destination.
- Maintain the redevelopment flexibility needed to accommodate alternate but complementary land uses over the long term.
- Take steps to retain and build on a strong existing business base. Existing business owners are good candidates for expansion and/or additional development opportunities.

### Create a common design theme throughout the area

Design criteria could be used to create a common theme or look throughout the CBBC and tie its geographic sections together. Over time, the use of design criteria will preserve and enhance the value of buildings and create sense of place and arrival.

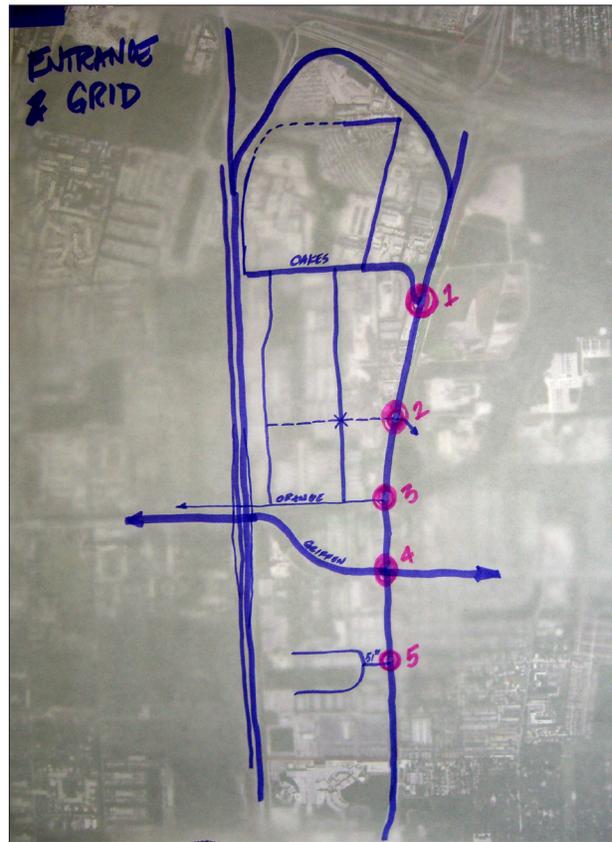
A common design theme could be reflected in, for example, roof structures, the type and design of signage, lighting (height, intensity, and type), colors, and decorative themes (similar to the downtown western theme, although that specific criteria is not recommended).

Discussed in the following section, Implementation Tools and Next Steps, strategies to create a common theme should be coupled with an aggressive marketing plan and incentives that will enable businesses to expand and make their buildings look better. Locations such as the Beacon Center in Doral, Flagler Station in Miami, or Sawgrass International Corporate Park are good examples of places with common design themes.

### Strategically target infrastructure improvements

The TAP recommended a set of infrastructure improvements that would help brand the CBBC, create a “sense of arrival” and place, and further the application of a common theme throughout the area. Examples included the following:

- Make streetscape improvements and install visual entrance features such as monument signage and landscaping features to denote arrival in the CBBC and sites within it and to improve curb appeal. Those



Depicted above, to brand the CBBC and create a common design theme throughout, the TAP recommended creating an entrance grid that denotes the major roadways through the study area and the entrances (five proposed) into it. The intent is to make the CBBC a true place.

improvements could be used to motivate private landowners to invest in their property. An early action to create a defining entryway feature. An example is to acquire the boarded up Shell gas station on Griffin Road. Another example is to install entryway features at the Griffin Road-State Road 7/US 41 intersection. “That intersection is key,” the TAP noted. “Some 82,000 vehicles pass through it each day. Orange Drive, Griffin Road, and State Road 7/US 441 are all important locations for branding entryway features and streetscape improvements.”

- Make physical changes, such as improved signalization, curbs, striping, paving, and drainage, as needed. That should include creating a centralized water drainage system as part of a water storage mitigation bank. Strategic drainage investments can be used to further enhance the CBBC and position it as a desirable place to locate a business.
- Add the extension and connection of Southwest 50th Avenue and Southwest 30th Street to improve the traffic flow and help create viable redevelopment opportunities.
- Potentially make enhancements to water service to the area if determined appropriate based on a master planning exercise.

## Implementation Tools and Next Steps

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### Implementation Tools

As highlighted below, the TAP identified a set of implementation tools that the Town of Davie and its CRA could use to encourage development and redevelopment within the CBBC. Both will need to take an aggressive role in helping businesses grow and landowners upgrade their property, the TAP stressed.

*“It is important that some of the TIF as well as general revenue funds be spent in the CBBC area. That means understanding what needs to be done and start doing it.”*  
(The ULI Technical Assistance Panel)

**Financing:** Provide the financing needed to brand and market the CBBC and make the necessary infrastructure, streetscape, and identifying gateways improvements. Examples of two financing sources are Tax Increment Financing (TIF) and existing general revenues. Some costs, such as those for infrastructure, will need to be incurred up front before redevelopment occurs and could be recouped later, the TAP noted. Financing of common improvements could be provided by forming a Property Owner’s Association (POA), an option that should be explored. FDOT, where it is making road improvements, is another potential source.

**Utilities:** Proceed with a comprehensive utility master planning exercise to evaluate the utility needs and develop a phasing plan for implementation. This assessment can be used to understand what investments the CRA may want to make to enhance redevelopment opportunities. As a part of this analysis, evaluate the potential for a centralized drainage district that can recover costs through fees as part of a water storage mitigation bank. This will allow developers to utilize more of their land versus creating on-site storage on their properties.

**Signature Entryways and Streetscape Improvements:** Put in place a plan to design and install streetscape and gateway improvements throughout the CBBC, as described in the section above on strategic infrastructure improvements.

**Economic Incentives:** Designate the CBBC as both an Enterprise and Foreign Trade Zone to further business development and strengthen the area’s marketing position. Locating a key anchor facility (a good distributor, for example) and establishing a business retention program could also enhance the economic desirability and viability of the area. A Town of Davie and CRA one-stop center to provide assistance to existing and prospective businesses is another incentive. Such a center could help businesses access county, state, and federal economic development incentives and expedite approval processes.

**Marketing:** Develop and implement a marketing plan to promote and brand the CBBC as a desirable, competitive area to locate and grow a business. That should include conducting a targeted marketing analysis to identify those businesses that would be attracted to and benefit from a CBBC location. An example is businesses that would profit from the nearby port and related cruise ship operations, including those related to shipping fruits and vegetables. The Broward Alliance and Enterprise Florida are well-positioned to help identify businesses that would be attracted to the CBBC. Marketing should also include establishing a strong web presence, developing a public relations campaign designed to reach targeted businesses, taking advantage of the CBBC's I-595 and Florida Turnpike exposure, and preparing a frequently asked questions (FAQ) handout that calls out the area's assets (high traffic counts, for example).

## Next Steps

The TAP recommended a set of next steps that incorporate and build on its earlier recommendations. Important next steps include the following:

**Step One:** Initiate the targeted market analysis and active branding and marketing campaign, including preparation of a business-oriented FAQ (what businesses want to know).

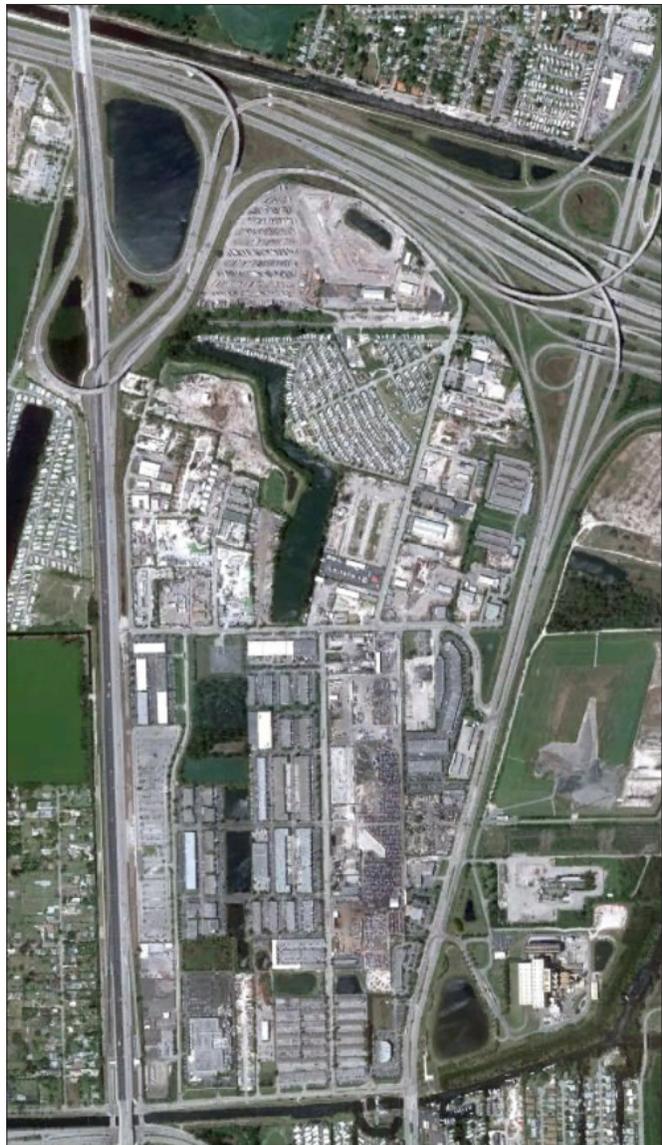
**Step Two:** Create the comprehensive utility plan for the CBBC area (for water, sewer, storm, and dry utilities such as electric power and gas).

**Step Three:** Explore designating the CBBC as both an Enterprise Zone and Foreign Trade Zone and establish a business retention and one-stop shopping assistance program.

**Step Four:** Put in place the dedicated funding program described above. That should include examining the benefits of creating a POA to help fund the improvements and meeting with FDOT to see how its improvements can be used to improve the streetscape and create entry-way features. An additional strategy is to ask property owners to donate some right-of-way in exchange for higher property values due to better access as part of CBBC infrastructure improvements.

“The Town of Davie and the CRA need to be ready,” the TAP concluded, “when the market kicks in again. To do that, they need to work together to create an investment and related financing plan that will make the area attractive for and removes impediments to investment and provides incentives to locate in the CBBC.”

*“The time is right to adjust the TOC Master Plan – the base economic assumptions, the phasing, and the land uses, including the intensities and densities. The projected economics and demographics that earlier plans were based on have not been realized due to the severe recession.”*  
(The ULI Technical Assistance Panel)



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## **APPENDIX A: TAP BIOGRAPHICAL PROFILES**

### **Ken Tuma, Panel Chair and Managing Principal of Urban Design Kilday Studios**

Ken Tuma directs Urban Design Kilday Studios' major land planning and urban design projects and, on a very limited basis, serves as the owner's representative to coordinate all aspects of development. His background in managing planning, land acquisition, and development spans over 20 years and also includes extensive experience in special district financing, civil engineering, environmental science, transportation planning, and gaining community consensus for approvals. His expertise includes due diligence analysis, land use amendments, annexations, Developments of Regional Impact, rezoning, urban in-fill, high-rise, golf communities, brownfield sites, and mixed-use developments throughout the eastern United States. Tuma previously served as Vice President of Planning, Engineering and Development with WCI Communities, Inc., and held similar positions with Toll Brothers, Inc., and Taylor Woodrow Communities. He has a B.S. in Civil Engineering and a B.S. in Agronomy as well as a Business Minor from Ohio State University.

### **Erick Collazo, Director, MBA Development Partners, LLC**

Erick Collazo has over 25 years of real estate experience and over \$2 billion of developed retail, residential, and commercial projects. With successful national and international business experience, Collazo has worked in the most challenging development environments. Awarding winning projects include Sawgrass Mills (Ft. Lauderdale), Grapevine Mills (Dallas), Discover Mills (Atlanta), Madrid Xanadu (Spain) and Isleworth Golf and Country Club (Orlando). His past experience includes serving as the Development Director at the Mills Corporation and Director General at Madrid Xanadú. Collazo is a graduate of the University of Florida.

### **Marc Kopelman, Partner, Weidenfeld Financial Group of Raymond James & Associates**

Marc Kopelman brings a broad array of skills to the Weidenfeld Financial Group of Raymond James & Associates, a professional investment advisory group with a conservative fixed income focus that oversees and coordinates the financial affairs of families and small businesses throughout South Florida. His experience includes 12 years of public accounting and real estate consulting at Kenneth Leventhal & Company and Ernst & Young, where he began his career, and 13 years of real estate development, investment, and finance management experience in the commercial real estate industry with Brenner Real Estate Group (Zenith Realty Investments) and Stiles Corporation, where he was instrumental in the creation of Stiles Capital Partners. Kopelman, who is also an adjunct professor in the Graduate Real Estate Program at Nova Southeastern University's Huizenga School of Business and Entrepreneurship, holds a Bachelor of Accounting from the University of Florida.

### **Eric D. Swanson, Executive Vice President and South Florida Market Officer, Flagler Development Group**

Eric Swanson manages all assets and development operations in the Flagler Development Group's South Florida marketplace, a portfolio that consists of more than 5 million square feet of office and industrial product, as well as more than 1,000 acres of entitled land for potential development. He is also responsible for the company's brokerage and property management division, Flagler Real Estate Services, which currently manages approximately 18 million square feet of commercial space in South Florida. Prior to joining Flagler, Swanson held executive positions with Koger Properties, Codina Development, LandBank Group, and the Broe Group. His areas of expertise include real estate entitlement, planning and development of infrastructure, office and industrial developments, and land sales. He is a member of the Advisory Board for Nova Southeastern University's Graduate Real Estate Program and holds a BA in Economics from the University of Illinois and is the current chair of the Southeast Florida/Caribbean District Council of the Urban Land Institute.

### **Chris Walsh, PE, Associate Engineer, Kittelson & Associates, Inc**

Chris Walsh's 16 years of diverse transportation engineering experience with both public and private sector clients enables him to provide a broad perspective on a variety of transportation-related projects. He has served as project manager for numerous public sector clients including the cities of Port Orange, Ormond Beach, Daytona Beach Shores, Edgewater, New Smyrna Beach, South Daytona, and Volusia County, as well as the Volusia County Metropolitan Planning Organization. He has served as a transportation engineer on a variety of other contracts with, for example, the Florida Department of Transportation, District 5, Safety Studies or Traffic Operational Studies contracts and the Orange County Continuing Engineering Services contract. Chris has also served as the primary transportation engineer for a substantial number of developments, including more than 20 Developments of Regional Impact. He has a civil engineering degree from Vanderbilt University.

## APPENDIX B: TAP AGENDA

### December 6 and 7, 2010, Technical Advisory Panel (TAP) for the Town of Davie Community Redevelopment Agency

#### Monday, Dec. 6th

- 12:00 – 1:30** Panel arrives, meets over lunch w/ Town Councilmembers, CRA Board Members and staff  
Lunch Venue: Flashback Diner  
4125 SW 64th Ave, Davie
- 1:30 – 3:00** Van tour of site. (Meet at Town Hall)
- 3:15 – 5:00** Panel interviews of Sponsor, surrounding governmental entities (if appropriate), community representatives, neighbors, etc., and other interested parties.  
Venue: Community Center Room @ Town Hall  
6591 Orange Drive, Davie  
**This meeting is open to the public.**
- 5:00 – 6:00** Hotel check-in and panelist break  
Hotel venue: Seminole Hard Rock Hotel  
1 Seminole Way, Hollywood
- 6:00 – 9:00** Dinner and discussion  
Venue: Bluepoint Ocean Grill, Hard Rock Complex  
(Panelists and staff attending)

#### Tuesday, Dec. 7th

- 7:30 – 8:30** Breakfast at hotel – Blue Plate Café (closed to the public)
- 8:30 – 10:00** Panel work session (closed to public)  
Venue: Community Center @ Town Hall all day  
6591 Orange Drive, Davie
- 10:00 – 10:30** Break
- 10:30 – 12:30** Panel work session (closed to public)
- 12:30 -1:30** Working lunch (closed to the public)
- 1:30 -3:00** Panel work session (closed to public)
- 3:00 -3:30** Break
- 3:30 – 4:30** Panel review of Draft Report (closed to public)
- 4:30 – 5:30** Presentation of Draft Report; Questions & Answers  
Venue: Community Room @ Town Hall  
6591 Orange Drive, Davie (**Open to public**)

## APPENDIX C: QUESTIONS FOR THE DAVIE CRA TAP

The Town of Davie Community Redevelopment Agency is seeking advice from the Urban Land Institute Southeast Florida/Caribbean District Council's Technical Advisory Program about its current Master Plan for approximately 900 acres on and around State Road 7 (the Study Site). The Study Site is on a designated transit oriented corridor. The site was part of a ULI Advisory Services Panel study in 2003, and the current Master Plan for the area was also the subject of a charrette conducted by the Treasure Coast Regional Planning Council in 2005. Economic and demographic assumptions in the Master Plan are now more than five years old, the CRA has requested that the TAP panel address the validity of those assumptions in terms of current and more up-to-date economic conditions as well as forecasts.

The TAP panel is asked to focus on the following questions:

1. After reviewing previous studies (ULI, Treasure Coast RPC, Town of Davie Master Plan), and current economic forecasts, does the current Master Plan for the Study Site need to be adjusted regarding the following issues, and if so, in what regard?
  - Economic assumptions on which current Master Plan is based.
  - Phasing along the state road 7 corridor and within the Study Site.
  - The use elements, intensities and densities of the plan.
2. The Town will be required to upgrade and plan for a series of new infrastructure, including water/sewer, parks and open space, drainage, and complete streets for the Study Site. In terms of infrastructure needs, where should that infrastructure be concentrated and how should it be phased?
3. Identify the top three implementation tools the Town and CRA could utilize to encourage redevelopment consistent with the approved master plan including suggestions of private and public funding for the Master Plan objectives.
4. Ingress and egress to a parcel of approximately 20 acres within the study site was negatively impacted by major transportation improvements, i.e., I-595 and the Florida Turnpike. How would the panel recommend addressing better access to this developable parcel from a design perspective?