

### Introduction to the Plan

The Marketing Plan is organized into several sections. The first section deals with an analysis of the existing tenant mix on Davie Road. An analysis by PMG Associates has been provided that projects the consumer buying power in the Davie Road market area. Following is the consultants' analysis of gaps in the retail sector for Davie Road. A list of current retail and commercial uses is provided.

The second section presents the recommended marketing strategy for the CRA to implement in order to attract new retailers and new consumers. The strategy deals not only with direct marketing programs such as publishing a downtown map, putting on events, and others, but it also deals with other indirect issues that effect retailing. These include infrastructure improvements, parking policy, and others.

Section three presents and discusses the larger public policy issues and conditions such as the Regional Activity Center, traffic concurrency, and the South Florida Educational Complex and their effect on downtown retailing. The most difficult part of the strategy deals with how to take advantage of the South Florida Educational Complex for retail consumption.

#### A. Section One - Existing Tenant and Land Use Mix

The following discussion describes the existing market on Davie Road today. A physical survey was made during the months of June and July 2003 and "windshield" inventory of the existing stores was made. Refer to Table 4.1 in the Appendix for a listing of the stores within defined categories. The categories have been organized similarly to categories in the Urban Land Institute periodical, Dollars and Cents of Shopping Centers. The inventory discovered approximately 100 retail businesses and 40 office businesses. The emphasis is on the retail establishments in this report. The following analysis is more qualitative. The quantitative analysis is found in Chapter II.

##### 1. Existing Retail Market

The retailing climate on Davie Road is a mixture of low-priced fast food/service station, automobile oriented retail and the traditional retail that has survived over the years. The former has detracted from the continuity of a commercial area. The traditional retail is not only interrupted by fast food and services stations but it is also interrupted by non-retail commercial uses such as offices. Offices occupying ground floor space are not entirely negative. Some pedestrians will walk to an office from their point of departure, particularly if the office space is situated close to the sidewalk. The goal of CRA is to reestablish a viable, energetic retail climate and this will be achieved by a long-term approach to development on the roadway. It is very important that the Town and the CRA take a firm stand in favor of traditional retail for ground floor spaces facing Davie Road. The detailed market analysis is discussed in Section II.

##### 2. The Over-Served Market

The over-served market is dominated by service stations and fast food establishments. These uses not only serve the local market but they also serve the pass-through market, that is, commuters passing through the area on the way to their destination outside of the market area. These uses are however used by the consumers working or schooling in the South Florida Educational Complex. Davie Road has the characteristic of being a commuter corridor as well as a local street for nearby residents and workers.

The following summarizes the over-served market by various categories.

- **Food Service.** While this category is one that has fueled many downtown redevelopment areas such as Las Olas in Ft. Lauderdale and Atlantic Avenue in Delray Beach, the quality of this category is very lacking. There are simply too many low priced fast food establishments and not sufficient number of quality moderately priced sit-down restaurants. There are approximately 22 food service establishments in the market area;



Figure 4.1 Fast Food Establishment on Davie Road

- **Automotive.** This category is always an over-served category in many suburban commuter corridors like Davie Road. There are too many service stations (7 in all), which have a very negative effect on retailing. It is automobile oriented and not pedestrian. The number of automotive repair and automotive accessories (tires, batteries, etc) seem to be in proportion to the population that Davie Road serves. It must

be noted that the land development regulations should make this use a conditional use for Davie Road and should actually prohibit the use in the Western Theme area;

- **Automotive Repair.** Although the number of these facilities is fairly limited (4 in all), it would be important that this use not be encouraged any further. The use should be prohibited in the Western Theme area;



Figure 4.2 Service Station on Davie Road

### 3. The Under-Served Market

The most important land use that is under-served in the market is food and beverage, general merchandise, clothing, shoes, home furnishings, hobby and special interest, gifts and books, and jewelry. Based upon the income of the community and upon the large number of students and faculty at the educational complex, there are not sufficient number of restaurants to serve the population. Although the market has responded in building over ten fast-food restaurants, this retail type has limited effect on other retailing. Sit-down restaurants have a much stronger relationship with other retailers, such as clothing, books, music, grocery, pharmacy and others. Please note that there is a potential demand for 371,000 square feet of retail, as described in Chapter II, page II-10.

The following summarizes the under-served market by various categories.

- **General Merchandise.** There are no general merchandise stores in the market place except a small selection of items that are found in a Publix grocery store or an Eckerd's drug store. National retailers, such as a junior department store, would be an example of a medium size, general merchandise store. The problem with placing one on Davie Road is that there are no sites sufficiently large to accommodate this type of store. A junior department store requires a site of at least 6 to 8 acres. One solution for Davie Road is to change the zoning of the commercial property on the east side of the road so that a larger commercial site could be assembled. This would be an important long-term strategy;
- **Food.** Davie Road used to enjoy the presence of a mid-size (30,000 square feet) Winn-Dixie supermarket. The site is vacant and is currently being offered for sale. The stakeholder interviews revealed that during the "old days" when Winn-Dixie was operating, Davie Road was a much more active retail corridor. The consultants concur with this reflection. Davie Road would improve as a retail corridor with the addition of a supermarket. Publix entered the market recently with a store on Nova Drive, and the store appears to be successful. When Davie Road changes into a more urban neighborhood, with mixed-use residential, there will be a need for a smaller, higher quality small grocery store, such as Carmine's. As Davie Road becomes a more successful redevelopment corridor, there may be an opportunity to attract an additional grocery store such as a Wild Oats or Fresh Market;
- **Food Service.** Although there are a number of food establishments on Davie Road (22 in all), the quality of the restaurants is lacking. There are too many low-priced fast food establishments. As new mixed-use projects are built in the market, there will be great opportunity to attract new, exciting food establishments such as Chile's, Starbucks, Atlanta Bread Company, Panera's, Louie Louie's, Olive Garden, and many more. There is an opportunity to convert one or more existing restaurants on Davie Road that are old and tired into a more exciting concept. The strategy for attracting new restaurants, which in turn will attract the consumers from the South Florida Educational Campus, is to provide new and urban, upscale space in new projects. It is very important as part of the marketing strategy to promote new infill, redevelopment projects;
- **Clothing and Accessories.** This category is almost vacant except for Grif's Western Wear and two small shops. This is a much needed but very difficult to achieve retail use for Davie Road. In redevelopment areas such as Davie Road, this use is one of the last to appear on the street. It seems that there must be an absolute positive indication in the market place that there is a demand for this type of retail goods. Retail clothing is dominated by chain stores for the most part and their inclination is to be an "in-line" store in a mall or in a large strip shopping center. It will take some time for a Gap, Chico's, Ann Taylor Loft, or Banana Republic to appear on Davie Road, but it is not impossible. The urban image must be projected. It must be an image that portrays a very chic, urban street. If this were accomplished (a goal of the CRA), then a quality clothing store may be attracted. There are in the market a few small stores that specialize in clothing for the urban dweller. These stores are run by small entrepreneurs whose experience is usually from having worked in a large national store. These types of stores are appearing in several chic retail, mixed-use streets, such as Las Olas in Ft. Lauderdale, Atlantic Avenue in Delray, Clematis Street in West Palm Beach and Thornton Park in Orlando. The CRA should assist new projects with attracting the independent urban clothing store to a new infill project;
- **Shoes.** Shoes are sold on Davie Road but in stores that also sell other goods; such is found in Grif's and the Army/Navy surplus store. There are no stores that sell shoes exclusively. Although shoe stores have gravitated to malls and large strip centers, it is not impossible to attract a quality shoe store to the corridor. If Davie Road were to become a chic, urban corridor, then a shoe store that specialized in sandals, thongs, comfortable walking shoes, European style shoes (Ecco, Birkenstock, Doc Martins, etc.), and hiking shoes. Other shoe opportunities would include wilderness shoes, and athletic shoes;

- **Home Furnishings.** This category is currently dominated by second hand stores. Although this store type has its place in the market, there should be other opportunities. Antiques could be an important ingredient to the market for Davie Road as well as small, quality furniture and home accessories stores;
- **Home Appliances.** This store type is almost non-existent in the Davie Road market place. It would be a potential store type for new retail infill projects. The stores would include sound systems, music, musical instruments, cookware, computers, and others;
- **Hobby/Special Interest.** This area is virtually not served on Davie Road. New stores in new infill projects could accommodate sporting goods, hobby shop, art galleries, cameras, bicycles, arts and crafts, game store, exercise equipment and others;
- **Gifts.** This category is partially serving the Davie Road market area. But it could be expanded. Books stationary, cards and gifts, imported gifts, and others could be successful on this corridor. It must be noted that Nova SE University is courting Barnes and Noble bookstore to be a tenant in one of their shopping centers on University Drive. The CRA should contact the national retailer and discuss attracting the store to Davie Road;
- **Jewelry.** There is no jewelry store on Davie Road except a pawn shop. There is certainly a need for mid-priced store in a new infill project where residents could purchase watches, jewelry, and college rings;
- **Other Retail.** This category is generally served in the Davie Road market area. However there should be more retailers such as fabric shop, office supplies, educational supplies, beauty supplies, wedding supplies, and others;
- **Personal Services.** This category is generally served in the Davie Road market area. However, there are a few retailers lacking in the market, including shoe repair, formal wear, interior decorator, travel agent, tailor, mail/ship/pack, tanning salon, and others.

### B. Section Two - Marketing Strategy

The Marketing Strategy consists of seven principal strategies and programs. The seven groups are as follows:

1. Marketing and Promotion;
2. Infrastructure improvements and Public Facilities;
3. Parking Facilities and Policy;
4. Redevelopment Actions;
5. Land Development Regulations;
6. Transit;
7. South Florida Educational Campus (Nova Southeastern University) Programs

The marketing strategy for the redevelopment of Davie Road requires numerous actions which fall into the abovementioned groups. The strategies were derived by a combination of factors including an analysis of the economic conditions in the marketplace.

The actions within each of the groups are inter-related and it is recommended that none of the actions be deferred or deleted. The purpose of the marketing strategy is to attract new consumers and to attract new retailers to serve the existing market and new markets.

While the marketing consultants responded to the community's priorities, as described in Section III, Planning Process, the team also explored additional possibilities for the CRA to consider. These included promoting several key redevelopment sites, commencing important street improvements to enhance pedestrian circulation and civic amenities, and the development of a set of land development regulations that suggest certain defined building types.

The following goals are listed below.

1. Establish a stronger relationship between the surrounding residential areas with Davie Road. The purpose of the linkage is to promote more economic spending on Davie Road by residents. Linkage could be established by making street improvements such as additional street lights and wider sidewalks as well as providing more appealing retail products for the residents;
2. Establish a stronger relationship between the educational campus and Davie Road. The university consumers are virtually untapped and establishing a strong connection with these consumers will result in greater consumer expenditure on Davie Road;
3. Establish a stronger relationship between Town Hall, the Bergeron Arena and Davie Road. Town Hall is isolated from Davie Road and needs a window to the corridor. A stronger presence would create a public anchor for the roadway and give it psychological importance;
4. Davie Road should become more of a community, local street of four lanes during normal business hours and two lanes during the evenings and weekends. Currently the road has the impression of being a commuter, pass-through road;
5. Attract new retailers to the market area, generally in new infill, redevelopment projects;
6. Build into the corridor new consumers through the development of residential mixed-use buildings and through the development of urban townhomes in the neighborhoods to the east and west of Davie Road.

Various parcels, both vacant land and underutilized properties, have been identified for redevelopment. It is important to see new, more intense, mixed-use development occur on the roadway. The activity would energize the road and make its prominence more pronounced.

### 1. Marketing and Promotion

#### a. Downtown Marketing Manager

One of the most important roles of the CRA is to revitalize Davie Road, and one way to accomplish this is to directly manage the marketing and public relations of the enterprise of the road. This means that the CRA must hire a full-time marketing manager, whose role is to conduct a series of continuous, business promotion activities. Despite the fact that several organizations are involved with Davie Road, including the Town, CRA, DMIA, the Chamber of Commerce and others, it is vitally important that one organization take the lead role in promoting the businesses on the road. The CRA is an excellent candidate for this role since it has the ability to fund activities and has a vital interest in the welfare of the businesses on the road. The marketing manager would not only generate its own CRA activities and promotions, but the manager would coordinate with the other entities, including the Town, DMIA, the Chamber and others. The principal role of the manager is to provide the following.

- Establish and manage several events for Davie Road, on Davie Road, as described below;
- Provide a year round public relations program to improve the image of Davie Road and to attract consumers to the corridor;
- Coordinate with the Town of Davie, the Chamber of Commerce and the Davie Merchants Industrial Association for public relations and promotions; and
- Recruit new businesses;
- Retain existing businesses;
- Embellish existing events with added features so that the consumers will utilize Davie Road as a place for additional consumption.

### b. Downtown Events

Downtown events are a very effective way of attracting consumers to the Davie Road marketplace, especially those consumers who are unaware of the merits of the area for shopping. The effect of an event is both long term and short term. The long term effect is that the consumer remembers the charm of the area and returns to shop shortly after attending an event. The short term effect is that the consumer makes purchases during the event at one of the Davie Road businesses. A second long term effect of events is that many event participants are candidates for opening new retail establishments on the corridor. Events should be designed to include the consumers of the South Florida Educational Center. Many of the town's events are not tailored to attract the SFEC consumers.

The following is an initial list of events that the CRA should consider implementing once a marketing manager is in place. Each event is described in more detail in the appendix of this report.

- **“Friday Fest”** is an event after work on Friday evenings that occurs every Friday for a period between the first Friday before Thanksgiving until the first Friday after Easter. The event would be held at the Bergeron Rodeo Arena and would feature entertainment including live music. Vendors would be invited to sell food and beverage. Dancing to the music would be encouraged. It could be coupled with an event at the arena. In addition a stage coach (an idea borrowed from the January 24, 2002, Workshop) could transport consumers up and down Davie Road to restaurants or shops. The stage coach would provide a tour of the town. The event could be coordinated with a Rodeo Event or any event at the Arena held on a Friday night. Restaurants on Davie Road could feature music as part of the festive event.
- **Brown Bag Concerts** is a Friday lunch time event for the employees of the area to come to downtown Davie and bring a brown bag lunch. The event would be held during the good weather months of October through May. The participants would be encouraged to meet at one or more key locations along Davie Road, such as the Orange Drive Linear Park, the future downtown Plaza, and others. The local restaurants would feature on their menu for the day a “brown bag” carry-out lunch special.
- **Saturday Morning Green Market**, located along Davie Road, would be a colorful feature for the downtown. The market would feature local growers in Broward and Dade Counties and would contain other unique products such as crafts, jewelry, soap, plants, and many others. The Green Market is a community event where residents congregate and enjoy socializing and healthy shopping equally. The Green Market could feature many of the growers in Davie and the surrounding area. The market could feature herbs, fresh produce, fresh fruit, exotic fruit, plants

and crafts and homemade items. Music would be played during the operating hours and horseback riding for young children would be available. The local 4-H high club could have a booth to feature their work as well as the County Agricultural Extension office, featuring articles and show boards on plants. The plants, produce and crafts could be an important draw for consumers. Occasionally the Green Market could feature antique cars as an exhibit. Another week the Market could feature a cooking demonstration by a local restaurant. Buggy rides or stage coach rides could be featured, touring the consumers around town.

- **Antiques Market**, located in the Rodeo Arena during the Green Market event. The event would occur once a month on Saturday morning and feature local antique dealers in Broward County. Each dealer would have its own booth or tent. Several cities in South Florida are known as a center of antiques, such as Dania Beach, but none are western suburban cities. Davie, because of its western character, might have the opportunity of establishing an antique market, and it would require the energy and ingenuity of one or two local dealers. The program should commence as part of a larger venue such as the Green Market.
- **“Running of the Bulls”** is an event that would occur in the winter months on a Saturday morning. The event would commence in the morning on Davie Road and would feature various livestock, including bulls, horses, steers, and other types. The owners would accompany the livestock down a chute constructed on Davie Road (part of which is closed). The live stock would be directed into the Rodeo Arena. After the running, a rodeo would be featured and barbeque would be served at the arena. This event should be coordinated with the Rodeo events at the Arena.
- **5 Kilometer Road Race** is an event that starts on Davie Road and runs into the campus of Nova Southeastern University and back. The purpose of the event is literally to link the downtown with the Nova campus, using downtown Davie as the start and end of the race. The awards would be given on Davie Road. The gathering area would be in the City Hall parking lot or the Bergeron Rodeo Arena parking lot. The race could feature teams, the winner of which would receive a worthy prize. Teams could be assembled from the educational institutions as well as from Davie. There are currently several road races each year in Davie including the Jen Fest (a walking race) and the American Heart Walk. Another race is the Treetop (Broward Coalition for the Homeless) 10K, 15K, 5K Walk held in the western part of the Town. It is not the intention of this recommendation to compete with these worthy events but to supplement the linkage with the University;
- **15 Kilometer Bicycle Race** is an event that is similar in purpose to the 5K road race. It would start and end at City Hall and the staging area would be in the Bergeron Rodeo Center parking lot. Awards would be given on Davie Road. The race could feature teams, the winner of which would receive a worthy prize. Teams could be assembled from the educational institutions as well as from Davie. It should be noted that there are few events for cyclists and this might be a successful draw to the area. There are bike rallies in the public parks of the Town.
- **Auto Show** is an event organized along Davie Road and Parking would be located at the Rodeo Arena. The antique automobiles would be parked in the outside lane of Davie Road and pedestrians would use the sidewalk to view the automobiles. It would be an annual show and there would be section dedicated to non-motorized vehicles, such as stage coaches, buggies, and others. A barbeque could be located at the Rodeo Arena during lunchtime. The auto show could be combined with the Orange Blossom festival.
- **Film Festival** is an event that occurs during a one-week or two-week time frame. It would be a joint venture between the City of Davie (and CRA) and Nova SE University. Films and film lectures would be held on the campus and in Town Hall. The Rodeo Arena would be used as an outdoor venue and Bailey Hall as an indoor facility. Funding for the festival could be derived from the Broward County Tourist Development Board.

- **“Meet me in Downtown Davie”** is a Thursday night event that occurs initially once a month but could be expanded to one day a week after being established. It is a shopping night in which all of the stores agree to be open until 10:00 pm at night and feature a unique “open house” event. To advertise the event, banners would be placed on the streetlights on Davie Road to announce the event and an announcement in the local newspaper would be placed as well. Group advertising would be an opportunity. Music would accompany the event at several key locations along Davie Road. Restaurants would be encouraged to arrange for music within their premises. This event, a shopper’s night on the town, would be enhanced with the addition of a central plaza, where a great deal of focus would occur.
- **“Light Up Davie Road”** is a supplement to the very well organized Christmas event organized by the Town. The event entails placing commercial strands of lights on the edges of the roofs, cornices, parapets and vertical walls of all the buildings on Davie Road. When the Town turns on the light switch for the numerous Christmas trees at Town Hall, the lights on Davie Road also are switched on. The lights would remain on the buildings for the balance of the Christmas season and would be turned on and off during the year for special events. The lighting up of Davie Road would give the corridor a very festive feel and become a more appealing place for the consumer. The cost of the lights would be borne by building owners and partially by the CRA. Lighting costs range between \$2.50 to \$3.00 per linear foot.
- **Orange Blossom Festival** is one of the most important events in Davie and the event has had a long history of success. During the interview process every stakeholder held an opinion about this event. The event is sponsored by the Town, the Chamber, and others. The event could become larger and larger. The community based event should be supported by the CRA for the purpose of bringing more consumers to the downtown.

### c. Downtown Map and Brochure

A downtown Davie business map is very important to provide to the consuming public. The guide not only lists the existing businesses and locates them on the map, the guide also provides an important message that downtown Davie is unique and full of character. The message should be sent that a linear, pedestrian, shopping street is much more interesting than a strip shopping center that is similar to every other shopping center in the market. The message should continue to say that Davie is unique because of its unique stores and is unique because of its street life.

Davie currently utilizes a map and it is an important marketing tool. The marketing consultants recommend that the map be revised to include the following:

- location of all public parking
- location of transit and transit stops
- listing of businesses by trade groups such as “restaurants,” “real estate,” “accountants,” and others
- location of the CRA office
- More pictures of businesses and special points of interest
- Historical background of Davie; feature the history of ranching and farming;
- 2004 Calendar of events (a brief summary of events)

- enlarge the map slightly to include more information
- add a section to the map on key organization's telephone numbers and addresses such as the City, CRA, Chamber and others

### d. Davie CRA Real Estate Report

Because the first signs of redevelopment are evident in the Davie CRA, it would be important to develop a periodical on real estate activity in the CRA. The periodical would have several sections including the following:

- Real estate announcements such as the Schmidt Tract proposal. Renderings of the site would be very informative.
- Space availability for retailers. This would include any retail space in the CRA including the big projects such as the Schmidt Tract;
- CRA land availability. A very important advertising in order to attract as many buyers to the CRA land as possible. A rendering provided in this marketing plan could be used.
- Private land availability. Use the model of North Miami Beach which published every available parcel for sale in its city. This would provide a better understanding by realtors, developers, businesses seeking a new location and retailers of the market;
- Codes. A section on design guidelines should be included, explaining their virtues;
- Existing company announcements, such as news from the area's businesses;
- Educational campus announcements, such as the completion of another building or the increased enrollment of various institutions;
- Market data tid-bits. Provide a summarized version of the market demand in the area. This might encourage other retailers to enter the market or developers to build

### e. Downtown Events Calendar

The City of Davie produces an excellent quarterly periodical called "Davie Update." The newspaper features articles on Davie by the editorial staff and by members of the council, including the Mayor. It includes a section on the City's Parks and Recreation Department programs and small very readable paragraphs on upcoming events and educational programs.

The periodical also lists the meeting dates of all governmental meetings. And finally on the back cover is a very complete, somewhat visually over stimulating, calendar of cultural and special events. The City's event department, headed by Ms. Bonnie Stafiej, produces an enormous number of events for the city. In fact, in reviewing the number of events and their quality, the City of Davie is unique in its field.

However, it is recommended that a calendar of events be produced independently but in conjunction with the quarterly periodical of the City. A monthly event calendar should be very focused in its purpose. It should feature the Davie Road business corridor and the South Florida Educational Campus events. The purpose of linking Davie Road and the campus events is to make a link for the consumers. It would assist in bringing the campus consumers to downtown Davie.

The Davie Road marketing manager should coordinate with the City's event department (Bonnie Stafiej) and produce concurrently the monthly "Downtown Davie Calendar of Events." The periodical should be on every counter of every retailer in the town and on every information rack in the Educational Campus.

**f. Coupon Program.** The purpose of a coupon program is to bring new consumers to the marketplace and to increase consumer spending by those that already frequenting the marketplace. The coupon program would enable the holders of the coupon book to a ten percent (10%) discount on any purchase at any time, except for special sales. The coupon book could be designed as a "passport" in which the holder's name is written on the inside cover and the pages contain illustrations of those merchants on Davie Road participating in the program. Recipients of the program would be students, faculty, and staff at any one of the educational institutions, members of the Davie Chamber of Commerce, Davie Merchant Industrial Association, and all employees of the Town of Davie and CRA. The cost of printing the coupon book would be borne jointly by those merchants participating in the venture and the CRA. Refer to the Appendix for more details on the program.

### **g. Downtown Davie Promotion Products**

During the events that are suggested above, the CRA would maintain a booth on Davie Road during the event. The booth would sell promotional products to the public including tote bags for the Green Market, free key chains with the Downtown Davie Logo, tee shirts, bolo ties with a Davie rodeo emblem on the clasp, Davie cowboy hats with the Downtown Davie Logo on the hat, and others. Maps, calendars and the real estate report would be available as well.

### **h. Advertising**

Davie and its neighbor, the City of Plantation, hosts an abundance of hotels and motels (refer to Chapter II). It would be advantageous for the CRA to develop a one-half page ad in the Broward County Travel Host magazine, a periodical that rests on the night table of every hotel and motel room in the County. The ad would feature the western character of downtown Davie and would beckon the readers to venture to the western town of Downtown Davie.

As infill development occurs and new retailers appear in the marketplace, a second effort should be made to place group advertising in the weekend section of the Sun Sentinel. A one-quarter page ad, although expensive, would be very effective, particularly if the ad not only features some of the downtown Davie specialty shops but also features an entertaining event.

### **i. Corporate Events**

The Davie CRA marketing program could venture with one or more of the largest corporate entities in the Town, such as Andrx, to plan events throughout the year that would enhance the image of the company and the Town as well. These events could be located along Davie Road as well as at the campus of the company.

### j. Downtown Public Relations and Summary of Programs

Public relations are an important function for the CRA to pursue on a daily basis. The purpose of promoting the downtown (and the entire CRA) is to make the public aware of the uniqueness of the Downtown. The first important target market is consumers that are needed to purchase goods and services from the merchants on Davie Road. These consumers are from the Town of Davie, from the surrounding towns such as Plantation and Cooper City, and tourists. It is important to make these consumer groups aware of the events and merchant offerings in Downtown Davie.

The second target group is real estate investors and potential merchants. These two groups are the ones that are going to invest in the Downtown, purchase property, build buildings and open up stores. It is important to communicate to this group that there is activity in the downtown, that it is exciting, and that the downtown presents a unique marketing opportunity.

The CRA marketing manager, together with others including the Town's Economic Development Manager, the CRA Executive Director, and the Chamber of Commerce, must make a coordinated effort to promote Downtown Davie. The lead person, however, must be the CRA marketing manager. The following is a list of actions that should be followed as part of a comprehensive public relations program. Some items listed below are repeated in more detail in this section of the marketing plan.

- Every new business must have a publicized grand opening and attended and advertised by the Town, the Chamber of Commerce, and CRA. A grand opening should be a mini-event;
- All of the Downtown Davie marketing collaterals, such as the Downtown Map, Real Estate Report, event brochures, should be on the Ft. Lauderdale/Hollywood airport information racks. These collaterals should be in every hotel rack in Plantation, Davie, Cooper City and Weston.
- When the budget permits, a small amount of advertising should be done in hotel periodicals. The ad in the glossy periodicals should be a ¼ page in size and should feature the character of Davie with an invitation to come the Town that is famous for its ranching and western theme;

### 2. Infrastructure Improvements and Public Facilities

Certain infrastructure improvements will contribute to stimulating pedestrian interest in Davie Road and in providing an improved platform for redevelopment.

#### a. Davie Road Median.

Davie Road currently generates approximately 28,000 vehicles per day between Griffin Road and Nova Drive and 41,000 vehicles per day between Nova Drive and Interstate 595. The recent beautification of Davie Road provided for 11 feet wide lanes except for the area north of Griffin Road,

which is regulated by the FDOT. Residents and business owners complain that automobiles normally exceed the speed limit, which are 35 and 40 miles per hour. (Note that the 35 mph speed limit is situated on Davie Road between Orange Drive and approximately SW 37<sup>th</sup> Street and the 40 mph is north of SW 37<sup>th</sup> Street to Interstate 595.) Speeds were checked on several occasions in June and July, during the weekday mornings and afternoons, after 9:00 am and before 4:00 pm. Speeds along the stretch between Orange Drive and Interstate 595 were between 5 and 10 miles per hour faster than the posted limits. The excessive speed is not compatible with pedestrian traffic, and it does not provide an easy view of the businesses along the road for automobile passengers. In order to calm the traffic and slow down the speed, it is highly recommended that a median be placed in the middle of the roadway, taking the place of the “suicide” lane. This would be particularly important for the section of the roadway between Orange Drive and SW 39<sup>th</sup> Street. The new roadway section will require turning lanes (northbound and southbound left turns) in order to access the east-west streets of the community.

The median would create two important conditions that presently do not exist. First, the roadway will appear narrower to the automobile user and therefore the driver will reduce his or her speed.

Secondly, there may exist, depending upon the width of the median, a small section of the median which a pedestrian may utilize in crossing the roadway. The median would serve as a stopping off point for the pedestrian if the pedestrian is caught crossing the street during a change in lights. A median in the end will result in slower traffic and this will serve the interests of the businesses on Davie Road. Slower traffic equates to more attention or focus being paid to the retail establishments on the roadway.



Figure 4.3 View of Davie Road looking north

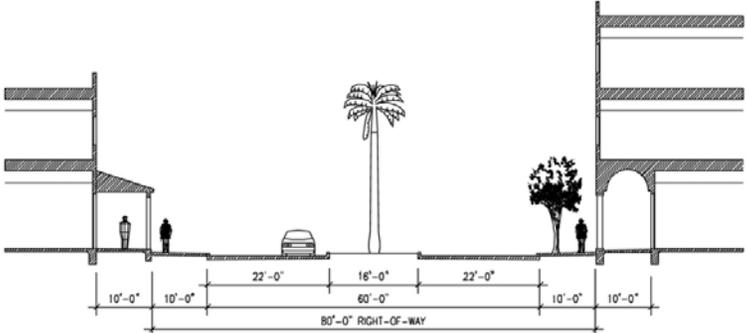


Figure 4.4 Section of Davie Road

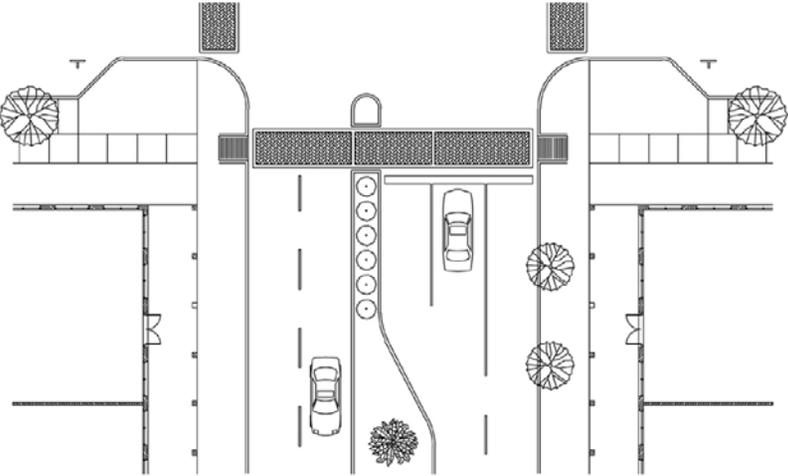


Figure 4.5 Plan of Davie Road

An additional consideration in constructing the medians, would be to narrow the lane widths from 12 feet to 11 feet for the section of Davie Road that is regulated by FDOT. This would add four feet to the medians and shorten the distance for pedestrians crossing the street. A second recommendation is to request from the County a reduction in the posted speed limits by 5 miles per hour.

**b. Davie Road On-Street Parking.** During the off peak hours of use of Davie Road, it is recommended that each of the outside lanes of Davie Road be used for on-street parking in order to increase the parking supply for the area's merchants. The on-street parking would also buffer the pedestrian from the automobiles using the roadway. The on-street parking during the evenings and on weekends would be an experiment for Broward County transportation department to study in order to evaluate the advantages of a two lane roadway compared to a four lane roadway. The effect of making the road a two lane road is to make it a more local street rather than a "pass through" commuter street.

Although there are numerous curb cuts along Davie Road, which make on-street parking difficult, this should not deter making an effort to experiment with the concept. As redevelopment occurs along the roadway, there will be over time fewer and fewer curb cuts.

**c. Master Storm Water Management System.**

Redevelopment of infill sites is imminent for Davie Road. The CRA is positioning itself to sell one of the first sites on the roadway and a recent offering on SW 39<sup>th</sup> Street (the old Winn Dixie shopping center) should result in a new development. However, it is important that the infill sites dedicate their land area to a building and associated parking and landscaping. Urban sites should not contain on-site retention. The City and CRA must develop a program immediately to deal with on site retention for infill sites on Davie Road. The answer is to develop a master storm water drainage system in which sites developing on Davie Road may use to satisfy their requirements.

A master storm water drainage system is not free. It is assumed that any developer of a site would be willing to contribute to pay its fair share of the cost of the system. This arrangement is available in several cities interested in developing their urban core. The alternative that developers currently use is the construction of exfiltration trenches to meet the storm water management requirements. Exfiltration is expensive and this cost could be traded off for a contribution to a master system in lieu of constructing a system on site.

**d. The Orange Drive Linear Park**



*Figure 4.6 Linear Park Photograph*

The Linear Park, also known as the C-11 Canal, is an important amenity for the downtown and the surrounding community. The CRA and City are currently promoting the redevelopment of the banks of the canal into a linear park. It also serves as not only a park but also as an important visual foreground for any new buildings, particularly multi-story, mixed use buildings along Orange Drive or Griffin Road. A view from a new office or residence to the canal can enhance the property values of the buildings and be an important marketing tool for new tenants.

### **e. Public Plaza.**

Davie Road wants to be a “main street.” But one element that is very important for a main street is to have a central, public plaza. A central plaza is the center of town, a place where many events originate and where public ceremonies occur. A central public plaza would be very important for the City of Davie and for Davie Road. It would be absolutely clear to all residents, including those in the western suburbs, that the center of town is marked by first, the public plaza, and then by Town Hall.

The marketing consultants recommend that the City acquire property on Davie Road between Orange Drive and the Bergeron Entrance road to create a public plaza. The plaza should be constructed immediately. The public plaza site does not have to be a large site and any excess property could be used for a future site for a new town hall.

Many of the events that the City organizes and those that have been suggested in this report that the CRA may consider would be located on the public plaza. The plaza would be open to Davie Road.

### f. Way-Finding (Signage)

Street Signage is an important feature for a successful downtown and successful retailing. The purpose of good signage is to increase the ability for residents, visitors, tourists, and event participants to find their destination easily and quickly. Good signs reduce consumer frustration and encourage consumer spending. It also serves as good advertising for the institutions and locations named on the sign.

A way-finding system should generally have only public institutions or points of interest on the signs. However, there are several private businesses that play an important part in the both the history and the education of Davie and these should be considered as well. A partial list for Davie Road is listed below.

The Town currently has several, well-designed, way finding signs located on Davie Road. They do not have a strong impact on Davie Road since there is a great deal of clutter and distractions. In addition the colors on the current signs do not offer sufficient contrast for the reader. It is recommended that a way-finding consultant revisit the signage and recommend a “freshen-up” program on existing signs and the placement of more signs on the roadway.

In addition to “points of interest” directional signs, there should be informational signs at key locations that tell a story about Davie. For example, a larger sign should be placed at Town Hall at the entrance narrating the history of Davie and illustrating the key points of interest.

- Town Hall
- Bergeron Rodeo Arena
- Chamber of Commerce
- Public Parking (all public parking)
- Orange Drive Linear Park
- CRA Offices
- Nova Southeastern University
- Broward Community College
- McFatter School

A few notable private retailers whose products have over the years given Davie its colorful reputation may wish to be included in the way-finding system. The establishment should contribute to the cost of the sign and would have to meet a minimum set of standards. Part of the standard is that

the edifice of the establishment must be in compliance with the Western Theme and with the Town’s landscape code. Although the recommendation may be difficult to administer, there are examples of street signage for stores of special note in several cities in the United States. One example is Albuquerque in their “Old Town.”



*Figure 4.7 Way Finding Sign Photograph*

### 3. Parking Strategies for Retail

#### a. Bergeron Parking Lot

The Bergeron Parking lot that is adjacent to the Rodeo Arena is an important facility for both the arena and many city functions. The parking lot is currently unimproved. It serves as an important parking reservoir for events at the Arena and can accommodate approximately 650 automobiles (not including city hall parking), if the lot is supervised by professional attendants during an event.

Approximately ten years ago a master plan was developed for downtown Davie, called the “Settlement Plan.” It was very innovative and called for a creation of a mixed-use main street. The principles in the plan are still very appropriate today. However, the plan called for the redevelopment of the Bergeron Parking lot into mixed-use structures. Although adding mixed-use development to this site would be very successful, it would compete for important public parking for the arena.

An alternative approach for the redevelopment of the parking lot should be considered. A portion of the lot should be improved as a two or more story public/private parking facility in conjunction with the redevelopment of a Davie Road mixed-use development. It is recommended, as discussed in a later section of this report under recommendations for land acquisition, that the CRA acquire much of the property as soon as possible on Davie Road that fronts the public property to the west. Refer to Exhibit 4.6 in the Appendix for a map of land acquisition strategy. The purpose of the land acquisition in front of the public property is two fold. First the property could be used as a future site for Town Hall and secondly if the City were to choose to remain in its present location, then the sites could be sold to the private sector for the development of mixed-use buildings. The mixed-use would contain a combination of retail and office on the ground floor and residential on the upper floors. Parking for the mixed-use buildings would be shared with the parking on the Bergeron lot.

A long range parking strategy is for the Town to acquire the mobile home park situated to the west of Town Hall. The purpose of the acquisition is to increase the public parking supply and relieve some the parking demand on the Rodeo Arena parking. The site could also serve as part of the downtown master storm water drainage system.



*Figure 4.8 Rodeo Arena Parking Lot Photograph*

### **b. Small Lots for Public Parking**

The CRA has taken the responsibility of developing new public parking within its boundaries. This is a very important long-term strategy for encouraging redevelopment and improving the retailing environment. As infill redevelopment occurs and as buildings are constructed that have more intense uses than those that are currently present, there will be a need for more public parking. Although new projects will be expected to meet the land development regulations with respect to parking, an active downtown will demand more parking. Active downtowns become attractions, and Davie needs to plan ahead for this eventuality.

The CRA is currently planning a public parking lot on SW 63<sup>rd</sup> Avenue between SW 42<sup>nd</sup> Street and SW 43<sup>rd</sup> Street. The lot will accommodate approximately 49 parking spaces. The lot will encourage the businesses fronting on Davie Road to redevelop more intensely. New buildings or refurbished existing buildings will front on Davie Road and use the rear of the lot for parking. Another very good design aspect of the lot on SW 63<sup>rd</sup> Avenue is the creation of a pedestrian walkway from Davie Road to the lot.

The CRA is also in the planning stages of leasing part of the Chamber of Commerce parking lot located behind the Chamber building on Davie Road. This is an excellent approach and should be a model for future arrangements to increase the public parking supply. The lot is proposed to be combined with the Town lot to the west and a pedestrian connection will be made with the Davie Professional Building so that the latter facility will have more access to parking.

The CRA should expend additional efforts to provide public parking on the east side of Davie Road, since the properties on the east side cannot take advantage of the rodeo parking to absorb their off-site parking. (This is expressly disallowed by the overlay regulations, and makes sense, since Davie Road is daunting to cross for a pedestrian.) Without an available pool of public parking, the off-site parking incentives can not be used effectively, and the sites on the east side of Davie will be at a disadvantage.



*Figure 4.9 SW 63<sup>rd</sup> Avenue Future Parking Lot Photograph*

### **c. Payment in Lieu of Parking Program (PILOP)**

Infill redevelopments in urban cores face a challenge in meeting their parking needs. Land costs are high, and in order to offset the cost of land, a user must develop his or her property intensely. More intensity requires more parking, and often times there is insufficient space remaining to meet the

parking needs. Therefore, it is important to introduce in the land development regulations the ability for users to build more intensely and not meet their parking requirements. Many cities, including Stuart, West Palm Beach, Delray Beach, and Naples, to name a few, have successfully instituted a parking relief mechanism in which the developer or user may pay for a certain portion of their parking requirements in lieu of providing the spaces. This mechanism, called Payment in Lieu of Parking (“PILOP”), requires that a user pay into a parking trust fund, which in turn is used to provide more public parking in the future. It is recommended that the CRA administer the parking trust fund and that the PILOP program be instituted within the CRA district.

In addition to allowing a developer or user to pay for unfulfilled parking, it is also recommended that the City consider paying a developer for the development of public parking. This would occur in the event the developer has an opportunity to provide excess spaces above and beyond its own needs.

Please refer to the Appendix for a sample PILOP ordinance.

#### **d. Shared Parking as a Requirement**

Shared parking is an important concept in increasing the parking supply for downtown Davie. A recent example of the need for a shared parking ordinance is the case of two properties on Davie Road adjacent to one another, the Davie Professional Building and the Chamber of Commerce. The Professional Building is a new two story office building and is adjacent to another office building on the same lot. Because of the use of the second office building where parking demand is high, there appears from time to time a shortage of parking spaces. On the other hand, the Chamber of Commerce building to the south of the Davie Professional Building has more parking than it needs. It would have been advantageous to the Santini project if they could have had access to the Chamber spaces. In reverse it might be advantageous for the Chamber to have access to the Santini spaces during the evenings and weekends when the Chamber has a meeting or special function. The recommendation that parking lots be designed to be connected with its neighbor suggests that neighbors should communicate with one another and make arrangements to share their parking. The CRA could play an important part in making arrangements between neighbors.

Refer to sample language for the design of commercial and mixed-use parking lots in the Davie CRA Redevelopment Area.

### **4. Land Development Regulations**

The following discussion is a summary of both citizens’ thoughts about land development regulations and the marketing consultants’ recommendations.

#### **a. Western Theme District**

The City together with the CRA is revising the current Western Theme Manual. The regulations set forth design criteria for the unique architectural requirements within the Western Theme District. Of the 30 or more interviews with residents, business owners and governmental officials, only a few objected to the western theme. The boundaries of the Western Theme District encompass generally the entire area of Davie Road from SW 38<sup>th</sup> Court to Griffin Road.

It is the recommendation of the marketing consultants that the western theme requirement be retained. There exist a few communities within the United States (Helen, Georgia, for example, which requires all buildings to be in the style of a Swiss alpine village) in which a unique design is imposed upon all new building development. For the most part, these communities have used the design regulations to their advantage and it has been a large part of the marketing program of the town. The Helen, Georgia, example has proved to be a powerful tourism tool. Other neighboring towns around Helen are in decline while Helen is booming. Santa Fe, New Mexico, is another fine example of using a design theme to unify the character of the community.

The Davie Western Theme District enjoys a certain measure of fame in South Florida. While this is generally good from the standpoint of market awareness, there is some indication that this is also considered to be something of an amusing curiosity. It is not widely known that Davie does indeed have a history of ranching and farming, and that the choice of a western theme was not too farfetched. Part of the marketing strategy for the CRA involves reinforcing the western theme in events and community life, so that this theme becomes a natural expression of the community's heritage.

### **b. General Provisions of the Western Theme Ordinance**

The following is a short commentary on the current draft for the revisions to the Western Theme District. In general, this is a progressive ordinance that is sensitive to the requirements for creating a vibrant, mixed-use pedestrian-friendly district with a strong unifying theme. The comments made here are done with a view to ensuring that the ordinance will promote redevelopment, particularly the kind of smaller lot infill development that will be prevalent here.

- The general principles of creating human scaled streets framed by buildings with a mix of uses, well-defined public spaces and a strong pedestrian orientation are good, although they are not particularly western. Specific regulations for composition and materials found later in the ordinance make the particular elements of the western theme clear, however.
- Density. Although the density limit is not explicitly stated in the overlay regulation, the underlying zoning for this area limits the residential density to 22 units to the acre. This is not particularly high, although it is fairly consistent with the lot coverage and height limits included in the overlay. One could easily exceed this – perhaps up to 30 units to the acre – within the bulk regulations, so there is a concern that the lower limit may inhibit redevelopment, particularly if property values continue to escalate. On the positive side, the lower limit will promote mixed-use development as a way of adding to the development intensity without adding units. For an example of how these provisions would apply to an actual redevelopment site, refer to the development scenario proposed for the SW 41<sup>st</sup> Street site owned by the CRA, presented in Section V, the Appendix, of this report. Since the County limits the density to 25 units to the acre, it would be practical to at least raise the density from 22 units per acre to 25 units per acre.

- **Building Heights.** The current height limit is 3 stories or 45 feet. There is also a provision for a conditional approval of four stories or 60 feet, although it is likely that this approval will be difficult to get in practice. Although the intent of the height provision seems clear, there are a few points that should be clarified. The height is limited to three stories or 45 feet, whichever is less. Since these are two different units of measurement, how does one determine which is less? Also, is not clear how building height is measured in the case of a false-fronted building; this should be clarified. A simpler method is to limit the building to 4 stories and not limit the actual height of the building. By limiting the building to the number of stories, the buildings are likely to be of higher architectural quality, including higher ceilings, more interesting architectural elements on the roof, and pitched roofs.
- **Permitted Uses.** Fast Food Restaurants are already in abundant supply here, and consideration should be given to limiting any further development of them. The building placement, and design provisions should help to mitigate the impacts, so that a standard design cannot be used.
- Encourage the use of ground floor space facing Davie Road to retail only; encourage the office uses to be located on the upper floors.
- Convenience stores should be a conditional use in the overlay district.
- **Parking.** Generally, the parking provisions are very good. The ratios are reasonable, on-street parking is allowed and may be credited to the adjacent property, and there are various mechanisms for reducing the overall requirement by allowing for cross access and shared use. The potential pitfall is that the area as a whole could end up being under-parked if sufficient public parking is not provided to make up the shortfall. The rodeo parking, which is only used heavily during events makes an excellent pool of parking to draw upon, but it cannot be applied to sites east of Davie Road. Rather than simply giving away the parking requirement, the ordinance should consider a “buy-down” of the parking requirement. If a development can qualify for a parking reduction, it should pay a nominal sum into a parking fund to help defray the cost of public parking facilities. The cost of a surface parking space, including paving, drainage, lighting, and landscaping, is around \$3,000, exclusive of land cost. An amount set at less than that, say \$2,000 per space, would still be an attractive option for a developer to take advantage of parking reductions. The general mechanism for this “payment in lieu of parking” (PILOP) program is discussed elsewhere in this report.
- **Parking, Section G(5h) – Off-site incentive bonus.** It is not clear why there is an incentive bonus for doing something that the ordinance requires. This is a good provision, however, and should be particularly useful for the small parcels that would have difficulty allocating much space to parking.
- Restaurant parking in the current code requires one space for every 50 feet of customer area. If a restaurant of 5,000 square feet contains a customer area of 3,000 square feet (say, 60% of the gross space), then the parking required would amount to sixty spaces. This equates to 12 spaces per 1,000 square feet of gross restaurants area. This is a high ratio of parking, particularly in a mixed-use development. The consultants recommend that the parking ratio for the CRA area be revised to 6 spaces per 1,000 square feet of gross area. Several cities in South Florida have adopted more lenient parking ratios for restaurants in order to encourage their being part of the redevelopment efforts. Delray Beach requires 6 spaces per 1,000 square feet of gross area.
- **Landscaping, Section P – Open Space / Pervious Area Bonus Incentive.** This will help to promote infill redevelopment, but, again this is an incentive offered for something that the ordinance requires.
- **Building Design.** This is the section of the code that spells out the specific elements and characteristics of the western theme. This is generally faithful to the original, and should yield good, consistent results. The original code’s emphasis on wood construction and detailing is a concern for this climate and may result in some long-term maintenance issues. Upon review of the draft version of the revised code, this issue has been

death with. It is important to allow other building materials than wood, since the latter has a short life span in the South Florida climate. Other materials should include brick and “Hardy Board.”

### c. Mixed-Use Neighborhood

Serious consideration should be given to the rezoning of a part of the neighborhood to the east of Davie Road to a mixed-use, 3-story district. The zoning would encourage the infill development of urban townhouses, whose new owners would be direct new consumers for Davie Road businesses. The townhouse district should be flexible to allow inhabitants to live and work within the same structure. The modern urban townhouse is a building type that is very desirable for a professional couple seeking a small yard and a home that requires little maintenance. In many of the urban areas of the County, including Ft. Lauderdale, Wilton Manors, Pompano Beach, to name a few, there are small urban townhouses sprouting up near a commercial corridor. The projects may contain one or more single family lots upon which two or three townhouses can be built on each lot. An example of the townhouse is provided below.



*Figure 4.10 Example of Urban Townhouses in DeTray Beach, Florida*

The boundaries of the urban residential neighborhood would be from the avenue immediately east of Davie Road to SW 61<sup>st</sup> Avenue.

### d. Commercial Zoning Expansion

In an earlier discussion concerning the need to accommodate larger users such as a general merchandise store, it was suggested that a larger commercial site would be needed. It is suggested that the commercial district on the east and west side of Davie Road be enlarged to accommodate such uses in the Western Theme Overlay District only. The distance that would be required would be at least 600 feet.

The commercial district should allow for mixed-use, including residential.

## 5. Cultural and Institutional Facilities

### a. Town Hall

The current Town Hall is located behind Davie Road. Its main entrance has been traditionally from Orange Drive at SW 65<sup>th</sup> Way. Orange Drive was historically the more important roadway at the time of the settlement of Davie, but this has changed. The principal means of access is from several major corridors, including Davie Road, University Drive and Griffin Road. The orientation of the main street has changed. Today Davie Road is “Main Street.” In interviews with governmental officials and residents, there were mixed opinions on the viability in the long term of keeping Town Hall in its current location.

From a marketing point of view, Town Hall should be on Davie Road. If Davie Road is truly to be “main street,” then the town hall should be on Davie Road as a prominent civic building. In addition, if the town hall were to be relocated to Davie Road, then a public plaza should be incorporated into the design. The Plaza, as discussed previously, would be the “town green,” the center of town, the focal point of Main Street.

The current Town Hall site would be an excellent redevelopment site if the facility were to move to Davie Road. The sale of the town hall site would partially offset the cost of a new town hall. It is not anticipated that Town Hall would move in the near future but rather remain in its present location until such time that the structures outlive their economic usefulness.

### b. Old Davie School

Davie is rich in its history and has a very colorful background. Its character is derived from ranching, citrus, and farming. Now it is famous for its educational complex. As a way to promote the town, the Town, CRA and other institutions should continue to strongly support the Old Davie School. The facility, located on Griffin Road and within the CRA Redevelopment Area, was recently renovated. Its purpose is to promote the visual and performing arts. The facility is in the process of moving an historic home to the campus as part of creating an historic village. A tea room will be opened in 2004 to the public. Culture is

one of the most important institutions for creating a tourist and visitor trade and the Old Davie School will play an important part in the marketing of downtown Davie.

### c. Rodeo Arena

In the interviews with stakeholders everyone had an opinion about the Bergeron Rodeo Arena. The majority were very proud of the arena and the amount of activity that is generated within the facility. The marketing consultants' recommendation is that the facility is very important for the town and that it generates a great deal of activity. It also has an important connection to Town Hall. Criticism of the facility was generally directed to the fact that the activity does not necessarily generate cash register sales for the businesses on Davie Road. Although this may be true, it is not the fault of the arena. It is the fault of the lack of an attractive and consistent shopping environment that causes the loss of consumer interest.

Many of the stakeholders also made comments concerning the use of the arena for events. Although after researching the use of the arena and finding that the facility is highly used, there was a good suggestion from one stakeholder that the arena should be used as a venue for a summer camp.

The Rodeo Arena does, however, need improvement and such improvement should be a priority of the Town.

## 6. Transit

### a. Davie Road Loop

Transit is provided in the area on a limited basis on Davie Road. Currently, the Town of Davie in coordination with Broward County Transit runs a one-way service along Davie Road, connecting with the Educational Complex. A map is included in the Appendix for reference.

An expansion of the system could be considered after the business activity on Davie Road increases to a level that would facilitate additional service. The CRA and the Town could examine some cost sharing alternatives with businesses along the route.

### b. Davie Road and Educational Campus Loop

Currently the Educational Campus provides an internal bus system for students, faculty and staff with connections that link the campuses with Davie Road. Once increased ridership demand is apparent. Transit could be an important way to link the Davie Road retail corridor with the giant potential of consumers on the Educational Complex.

### c. Park and Ride to the Educational Campus

Parking is expensive and Nova, for example, is running out of parking for its employees and students. One way to link the universities with Davie Road is to provide a park and ride facility at the Rodeo Arena during the weekday and transport the commuters to their destination within the Campus. The riders will become more acquainted with the Davie Road establishments and would be tempted to frequent them. The cost of the commuter bus could be borne by the universities since the parking would be free.

## 7. Redevelopment Programs

### a. Land Acquisition for Public Facilities

**Town Hall.** Earlier discussion centered on the future need to relocate Town Hall to Davie Road. If and when the Town decides to make such a move, then it would be advantageous for both the CRA and Town to pool their funds for land acquisition. The Town's funds would be used for their future site and the CRA's for future infill redevelopment.

**Parking Lots.** The CRA should consider additional public parking lots within the Western Theme Overlay District.

### b. Land Acquisition for Private Redevelopment

As part of a long-range strategy for Davie Road, there is no better strategy than for the CRA to acquire property, assemble sites, and resell the assembled sites to the private sector to build the desired building type for Davie Road. One of the deficiencies of Davie Road is the fact that there is little desirable, modern retail space available. New buildings, particularly mixed-use, would provide a new supply in the market place. The following is a discussion concerning important sites for the CRA to consider.

**SW 41<sup>st</sup> Street Site.** The existing CRA land parcel on SW 41<sup>st</sup> Street will be offered for sale in the Fall of 2003. The CRA desires to attract an important retailer or, in the alternative, attract a developer who will construct a mixed-use structure. This site is a corner parcel with frontage on Davie Road as well as SW 41<sup>st</sup> Street. The parcel measures 140 feet along Davie Road, and is 300 feet deep, a total area of 0.96 acres. The attached exhibits demonstrate a typical redevelopment scenario that might be undertaken on this site, using the proposed overlay regulations as a design standard.

This study proposes a three-story building fronting on Davie Road and turning the corner along 41<sup>st</sup> Street. Retail use is proposed for the ground floor, while the two upper floors are assumed to be residential units. The overall building footprint is 12,270 square feet; total gross building area is 36,810 square feet. The balance of the site can accommodate 61 parking spaces, with an additional 9 parking spaces of curbside parallel parking along SW 41<sup>st</sup> Street, for a total of 70 parking spaces.



*Figure 4.11 SW 41<sup>st</sup> Street Site*

The building uses break down to 11,120 gross square feet of retail space, and 22 residential units. The residential units include 16 one-bedroom units, 4 two-bedroom units, and 2 three-bedroom units. This building program yields the following statistics:

- There is adequate parking available for this mix of uses. In fact, there is an excess of parking, since this mix would require a total of 63 spaces.
- Density is technically slightly more than the permitted maximum of 22 units to the acre, since the site is slightly less than one acre. This can easily be remedied by changing the mix of units, say, by substituting 2 two-bedroom units in place of 3 one-bedroom units.
- The lot coverage of the building is about 29%. The floor-area ratio is 0.88.

This study suggests the following conclusions:

- It is relatively easy to redevelop this site as a mixed-use building if it has a heavy residential component. In fact, it is easy to exceed the permitted density with plenty of parking on the surface.
- The off-site parking incentives would only come into play if a different mix of uses were proposed. For example, adding a restaurant or office use would require more parking. If a restaurant occupied the Davie frontage (about 8,300 gross square feet) and had 5,000 square feet of customer service area, the restaurant alone would require 100 spaces, more than is available on site. Alternatively, if the two upper floors were office (about 24,500 gross square feet,) the office space alone would require 70 spaces, the entire amount available on the site.

These conclusions indicate that it will be more advantageous for developers to build housing, since they can yield close to the maximum building area with a minimum of parking. Restaurants will be disadvantaged because they require so much parking. Upper levels will be difficult to develop as anything other than residential for the same reason.

A more intense design solution would be to construct a parking garage on the site, which would allow more commercial space to be built on the property. Garage parking is about four to five times as costly per space as surface parking, so it is unlikely that any will be constructed in this area until land costs are substantially higher (at least \$15, preferably closer to \$20 per square foot.) Also, garages require a certain minimum footprint to be feasible, due to the maximum slopes for ramps and other physical constraints. For this reason, garages can only be built on larger sites. For smaller infill parcels to redevelop there must be adequate supplies of off-site parking available. The off-site parking provisions of this ordinance are very generous, but care must be taken that an adequate pool of parking can be made available.



Figure 4.12 SW 41<sup>st</sup> Street Site Rendering

**Beer Barn Site.** The CRA should consider acquiring the property on Davie Road, the rear of which contains the Rodeo Arena grass parking lot. This would be the first of a series of acquisitions to assemble a site for a second mixed-use development. The Beer Barn Site, together with several adjacent parcels, could be the most important acquisition in the District. The site, as discussed earlier, could utilize the Rodeo Arena for parking.



*Figure 4.13 Beer Barn Site*

**Chamber of Commerce Building.** The CRA is currently negotiating with the Chamber of Commerce to lease their parking lot for public parking. Further consideration should be given to acquiring the Chamber site for redevelopment if the Chamber ever decides to move or require larger quarters. The site's parking lot should be combined with its neighbor's parking lot, the Davie Professional Building, and should share the 100 space lot owned by the City in the rear. The site would be ideal for a mixed-use office building and residential. New retail space would be provided on the ground floor; particularly important would be the addition of a restaurant. The Chamber could utilize the funds from the sale to lease or acquire another site in the area. One such site could be the southwest corner of Griffin Road and Davie Road.

**The Mobile Home Park** to the west of Town Hall would be an excellent acquisition for several purposes. First, the land could be used for additional parking for the Bergeron Rodeo Arena, freeing up some of the existing Rodeo Arena parking for future redevelopment. Secondly, the area could be used for additional recreational facilities for the Town including a water management storage area.



*Figure 4.14 Mobil Home Park*

**SW 38<sup>th</sup> Court Site.** The CRA should acquire the blighted properties on the northeast corner of the intersection with Davie Road for several reasons. First, the properties in this location are extremely blighted and have a negative effect on the area. Secondly, the former Winn Dixie site on the southeast corner of the same intersection is for sale and is expected to be redeveloped soon. To eliminate the blighted corner across from the redevelopment site would enhance the redevelopment's future success.

In addition to the corner properties there exists a water plant owned and operated by the Town of Davie. The Town should consider replacing the plant in order to make room for a more suitable use on Davie Road. This site could be combined with the corner site and would make a reasonably sized parcel.

**SW 63<sup>rd</sup> Avenue and SW 43<sup>rd</sup> Street Site.** On the southeast corner of the intersection is a vacant lot measuring approximately 200 feet in width by 150 feet in depth. This site would be an excellent candidate for resale to the private market for urban townhouses.



*Figure 4.15 Vacant Lot on SW 63<sup>rd</sup> Avenue*

**Vacant Service Station on Davie Road.** On the southwest corner of Davie Road and SW Street is a vacant service station. It would be important for the CRA to acquire the property in order to prevent another service station being built on Davie Road. The alternative use would be for a restaurant.



*Figure 4.16 Vacant Service Station on Davie Road*

### c. Incentives for Redevelopment

**Business and Retail Recruitment.** The Marketing Plan proposes that the CRA add to its staff a marketing manager. One additional role of the marketing manager is to recruit retailers and other businesses. Although the Town of Davie has a full-time economic development manager, Margaret Wu, an excellent professional, it would be important for the CRA to have a person dedicated to pursue retail establishments focused on the downtown only. The Town's economic development manager concentrates on the entire city and on larger businesses. Specializing in retail for Davie Road (and other parts of the CRA) could have very strong results, particularly in combination with CRA acquisition and sale of property and other private development. The marketing manager could recruit retailers at the International Council of Shopping Centers ("ICSC") conference in Orlando, Florida, which is held in August of every year. The Davie CRA could rent a booth at the 3-day conference to sell the Town and its sites to both retailers and developers. Developers of new projects within the CRA could accompany the marketing manager and CRA Executive Director at the ICSC conference.

**Incentives for Retailers.** Important to be included in the tool bag of tools of the CRA in order to promote infill development and to attract new retailers is to have an incentive for the new retailer. The following should be considered and adopted by the CRA Board of Commissioners as part of their Redevelopment Plan:

- Payment of 50% of the moving costs for a retailer moving into the CRA District. If the retailer is already a tenant within the CRA District and is enlarging its facility, then payment of 50% of the moving costs could be appropriate;
- Payment of 50% of a retailers first year rent if it is found that the retailer is skeptical about the success of the market'
- Payment of 50% of the cost to solve a particular site development issue, such as the moving of utilities, bringing in additional electrical power, and other;
- Grant and loan program for the improvement of commercial structures, particularly but not limited to Davie Road;
- Grant and Loan program for signage on commercial structures;
- Provide architectural design fees to projects selected by the Board;
- Provide a grant or perform directly for structural analysis, fire code deficiencies, handicap accessibility issues, and other building code issues and/or repair of items found in the analysis of existing buildings selected by the CRA.
- Provide parking and traffic analysis of selected projects and provide subsidies including financial assistance for construction and maintenance. Part of the criteria for selecting a project for assistance is the ability to jointly share the use of parking by the public on off-peak times;
- Provide water and sewer impact and connection fee assistance for selected projects;
- Provide environmental clean-up assistance for selected projects.

**TIF Rebate for Redevelopment Projects.** This program will increasingly more important as the Davie CRA matures and handles bigger and bigger projects through its acquisition program. The following is suggested as a format to assist infill redevelopment. One of the purposes of infill redevelopment is to bring to Davie Road more viable retail.

- Grants to developers paid in annual installments, equal to a percentage of the Tax Increment Revenue received by the CRA due to the increased assessment on the property;
- In order to qualify for the grant, a redevelopment project must reinforce the overall CRA redevelopment effort. This may occur by creating jobs, increasing surrounding property values, attracting a major retailer, providing a cultural amenity or by any other means approved by the CRA Board. The test for the developer to qualify must be warranted based upon the economics of the project. This means that the developer must submit his financial proforma to the CRA and in turn the CRA may consider hiring an outside consultant to review the request. The applicant must be financially responsible for the analysis but the CRA must hire and monitor the analysis.

#### d. CRA Revenue Bond Issue

The CRA could shorten the time frame to complete many of the tasks that are outlined in this report by raising capital through the sale of a tax exempt and taxable bond issue. Based upon the CRA's current income the agency could easily afford to raise approximately \$3.0 million. The capital would be

used to acquire property and construct critical parking lots. If the agency were to concentrate on land acquisition, the benefit would be significant since they would be buying land during the early period of success of the CRA when land prices are more reasonable. Acquiring land and reselling it for new projects would create a sense that Davie Road is an important location for retail, office and residential development. It would attract the attention of many well-qualified developers in the County.

### C. Section Three - Public Policy and the South Florida Educational Center

The following section discusses the South Florida Educational Center and several important public policy issues, namely the Regional Activity Center and the Transportation Concurrency Exception Area.

#### 1. South Florida Educational Center

The South Florida Educational Center is a 640 acre campus comprising Nova Southeastern University, Broward Community College, Florida Atlantic University, Florida International University, and the University of Florida. In addition, the Criminal Justice Institute, McFatter Vocational Technical Institute, the Nova Community School, and two county-wide magnet schools share the campus. Together, these institutions are the largest education complex in Broward County and the only complex in South Florida containing campuses of five universities. The SFEC encompasses more than 2,000,000 gross square feet of building area and over 30,000 students. More than 65,000 people work, attend, or train at the SFEC each day.

The campus functions as a center of regional employment and draws students from multiple counties and states. The campus libraries and athletic facilities, including the Miami Dolphins training facility, are regional resources. Furthermore the colleges and universities attract spin-off development, such as off-campus housing, technology parks, and businesses supplying retail, dining and school services. Although the campus has enormous potential for Davie Road retailers, the corridor has not effectively captured this potential.

- a. The Consumer Spending Generated from the Center. The employees of the Center engage in significant retail spending. A detailed discussion is found in section IA.
- b. Current Relationship with Davie Road Consumer Market. This relationship is limited due to the lack of retail opportunity. Section IC has a detailed discussion of this point.

**Strategies to Link the Center to the Davie Road Market.** In order to create a significant and lasting link between the consumers of the SFEC and downtown Davie, there needs to be several programs established as described below.

- Events must be linked with the campus. This program has been described in detail in a previous section; The most important events are those that provide an interest to the consumers of the campuses;

- Transit linkage must be made so that consumers can be transported to the market; This program has been described in detail in a previous section;
- Retail must be repositioned on Davie Road in order to attract the consumer. This can be accomplished by several ways. First new infill development must create more retail space. Secondly the space must be marketed to the “under-served” market products, as discussed earlier;
- Housing for the faculty and staff must be created along and behind Davie Road. The recommendation to create urban townhouses in the neighborhoods to the east and west of Davie Road would assist in this goal;
- Public relations of Davie Road must be extended to the campuses of the SFEC.

### 2. The Regional Activity Center

The Davie Regional Activity Center is generally geographically located from Interstate 595 at the north, Griffin Road, the CRA’s southernmost boundary south of Griffin Road, and Nova Southeastern University’s southernmost boundary on the South, the Florida Turnpike on the East and line that follows the campuses of Nova and University of Florida on the West. Please refer to Figure 4.20 for a more accurate graphic description of the boundaries.

The purpose of the regional activity center is to regulate (from Broward County’s perspective) the land use in the regional area. The RAC regulates community facilities, industrial, commercial, and residential land uses. Recreation and open space are not limited by the RAC. The Davie RAC limits the number of residential units to approximately 8,729 residential units. As of the end of 2002, there are approximately 1,429 residential units allowed to be built in the RAC (refer to letter from Bradley Swing in the Appendix).

The RAC was established in 1998 (LABC 98-1A). It did not contemplate, it seems, the tremendous potential residential growth of the Educational Center. Nova Southeastern University’s plans include developing shopping centers and residential housing within its campus. Nova is acting like the private sector investor in order to provide a source of income to sustain the operating costs of the institution. It is also a way for the institution to control the quality of the development that serves the institution. A recent presentation in April 2003 by George Hanbury, Executive Vice President of Nova, unveiled the acquisition of an existing shopping center called University Park Plaza. The University intends to redevelop the site into a mixed use development containing offices, hotel, conference center, retail, medical offices, and residential. The proposed residential would contain approximately 500 units.

The development of Davie Road as a mixed-use corridor, containing retail, office and residential is dependent upon the area being included in the RAC. Without an RAC, the amount of residential would be limited. The negative of being in the RAC is that if the educational institutions start building residential units within their campus to serve the faculty, staff, doctors, and students, then the number of units available would be severely reduced. This would threaten the viability of redeveloping Davie Road.

This report strongly recommends that the Town and the CRA take an active role in meeting with the Broward County Planning Council, along with the educational institutions, to commence discussions on revising the RAC. It is important to reserve within the RAC a maximum number of residential

units, commercial office space and retail space for the Davie CRA. The minimum number of residential units that should be reserved is approximately 750 units. However, if the CRA and Town elect to add to the east of Davie Road additional townhouse units, then an increase should be made. Furthermore if the University is going to get into the residential and commercial business, it would be important to designate a maximum for their area. The RAC could be subdivided into sub-districts and each sub-district would retain certain land use rights. Another consideration would be for the County to redefine educational housing and not include that in the definition of residential.

750 units on Davie Road would be a start in the recovery of the economics of the downtown. 750 units would produce a consumer spending pool of approximately \$12.0 million in retail sales, which in turn would produce approximately 50,000 square feet of retail space.

The Town's Comprehensive Plan should be revised to increase residential density from 22 units per acre to at least the maximum of the County's, which is 25 units per acre. Ideally each governmental unit should consider increasing the density to 30 units per acre in order to stimulate the development of mixed-use buildings. The Town will be the lead agency in making any changes to the RAC and the CRA will play an important part in advocating the need for the changes based upon the goal of revitalizing Davie Road.

### **3. Transportation Concurrency Exception Area**

The RAC geographic area which has been described earlier was recently amended to exempt traffic concurrency and the payment of impact fees from any of the land uses within the RAC. The exemption is an important tool for redevelopment since it will assure, in the case of Davie Road, a simpler development process for infill. The infill development will not be required to provide a traffic study for a development nor pay fees for redevelopment to the County. This advantage over other development sites can only assist infill redevelopment.

#### **D. Summary**

Marketing plans and strategies are not limited to one or two major programs that result in immediate short term improvement in the market. In fact, marketing plans are those that contain a multitude of strategies, all of which together produce strong results over a longer period of time. What is suggested in this marketing plan is the latter. Many of the suggestions will require a longer period of time to execute, such as acquiring land for redevelopment and some will require immediate action, such as selling the CRA land on SW 41<sup>st</sup> Street, hiring a marketing manager, developing a downtown map and calendar and starting new events. The following are a composite list of suggested actions that need to be considered within the next five years.

#### **Short Term Actions (2003-2005)**

##### **1. Marketing**

- Hire a CRA marketing manager 2003-2004
- Downtown map 2003-2004

- Downtown calendar 2004-2005
- Brown Bag Concerts lunch program 2004-2005
- Downtown Promotion Material 2003-2004
- Meet me in Downtown Davie Event 2005-2006
- Friday Fest 2004-2005
- Running of the Bulls 2004-2005
- Green Market 2005-2006
- Coupon Program 2004-2005
- 5 K Foot Race Downtown to Nova Race 2004-2005
- 15 K Bike Race Downtown to Nova Race 2005-2006
- Light Up Davie Road 2005-2006

### 2. Infrastructure

- Davie Road On-Street Parking 2004-2005
- Way-Finding Refurbishment 2004-2006

### 3. Parking

- CRA Parking Lot No. 1 2003-2004
- Chamber of Commerce Lot 2003-2004
- Search for additional lot 2004-2005

### 4. Regulations

- Western Theme Changes 2003-2004
- Town Zoning Changes (neighborhood) 2004-2005
- Revise the Davie RAC 2004-2006
- PILOP (parking fee) 2004-2005
- Institute CRA Incentives 2004-2005

### 5. Land Acquisition and Sales

- Sell the CRA land on SW 41<sup>st</sup> Street 2003-2004
- Land Acquisition Phase I-Davie Road 2003-2004
- Land Acquisition Phase II-SW 63<sup>rd</sup> Ave. 2004-2005

**Long Term Actions (2005-2008)**

**1. Marketing**

- Film Festival 2005-2006

**2. Infrastructure**

- Davie Road Median 2005-2007
- Master Storm Water System (by Town) 2004-2007
- Orange Drive Linear Park 2003-2008
- Public Plaza 2005-2006

**3. Parking**

- Rodeo Arena Parking Lot 2006-2010

**4. Public Institutions**

- Town Hall 2008-2012
- Old Davie School 2004-2010

**5. Land Acquisition**

- Davie Road Acquisition 2005-2010
- Mobil Home Park (by Town) 2005-2008