

ULI Leadership Institute



Southeast Florida/
Caribbean

First Baptist Church of Fort
Lauderdale, Inc.



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I. Introduction and Project Scope

First Baptist Fort Lauderdale (“FBFTL”) is a historic Church comprising approximately 6.7 acres of land in the heart of Fort Lauderdale, Florida and prominently located at 301 East Broward Boulevard with an adjoining parking lot and vacant land parcels immediately to the north (the “Property”). The Property is the largest contiguous area in downtown Fort Lauderdale. Established in 1907, prior to the incorporation of the City of Fort Lauderdale, FBFTL is deeply rooted in its community and has positively provided a myriad of services for nearly 115 years, including large community events and a successful mission program. Further, FBFTL is a member of the Southern Baptist Convention, which is a collaboration of more than 40,000 other Baptist churches.

In light of the increased density and development of the real estate surrounding its property, FBFTL contacted ULI to further understand its opportunities for growth and impact, with the vision that it will continue to be a movement of hope for the City of Fort Lauderdale and beyond.

FBFTL proposed the following general questions:

1. How can we create a master plan that serves both the needs of FBFTL for the coming decades but also serves the needs of our city and its residents?
2. How do we create a preferred future for our Church that resonates with the city’s plans for growth and development, especially in recognition of 30+ new high-rise residential developments within walking distance of our campus?
3. What are some creative opportunities for revenue diversification to supplement the historical base of contributions to sustain our vital presence in downtown Fort Lauderdale?
4. Are there any recommendations from an urban design/land use perspective that should be considered?

Additional consideration and directives include how to best leverage FBFTL’s current downtown footprint and reduced needs for an auditorium and large group meeting space for its own congregation while providing meeting space, event venues, and connection opportunities for the community.

Recently, FBFTL appointed David Hughes as its 18th Lead Pastor. Pastor Hughes was most recently serving the congregation at Church by the Glades, formerly known as Coral Baptist. This will create a distinctive collaborative arrangement between the two churches to share resources to successfully serve the community.

After consulting with FBFTL leaders, including a site visit and multiple interviews, ULI Leadership Group Team 6 (“Team 6”) generated this report to address the questions set forth above, including a review of agency documentation research to determine the current land use limitations and potential.

II. Team Biographies



Michelle Feigenbaum
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Michelle Feigenbaum grew up in Boca Raton and has been living in Miami since 2018. She is currently a Development Manager at Atlantic Pacific Companies, where she is responsible for managing the entirety of the development process, including the predevelopment, financing, and construction, of various affordable housing developments, primarily located in South Florida and Texas. She works on many developments with housing authority partners, and multiple local, state, and federal departments and funding requirements. Prior to joining A|P, Michelle spent two years with Starwood Property Trust, with a focus on CMBS investing and servicing. She mainly worked on behalf of the Special Servicer to work-out distressed CMBS loans across all asset types. Michelle received a Bachelor's degree in Mathematics, with minors in Real Estate and Business Administration from the University of Florida.



Jennifer Garcia
 Project Manager
 Miami Parking Authority
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Jennifer Garcia leads the planning and development activities of Miami Parking Authority (MPA) in Miami, Florida, where the organization spearheads a tectonic shift and earns a reputation as a leader in the parking and mobility business nationwide. She has risen through the ranks of MPA through tenacity, hard work, and a thirst for learning the complex aspects of the urban development business. Jennifer intuitively seizes the opportunity to bring every development project to fruition while working synergistically with the internal team and consultants to extend their vision about the initiatives they undertake. Respected as a serious yet joyful professional by her superiors, colleagues, and clients, Jennifer is a self-motivated individual with more than 15 years of experience in the public sector. At MPA, she oversees a wide range of development initiatives, including capital construction and special external projects. Additionally, she is well-versed in property management, business operations, real estate, project management, and customer relations. She deeply understands internal and external compliance, thoroughly interpreting company data, project reports, employee development, and financial budgets. While financial accountability, compliance, and performance indicators are critical to every development project, Jennifer understands that being socially responsive to the community and its stakeholders is paramount to MPA. In that manner, she leads the development operations in ways that support and underscore the interest of the public the Authority serves.



Arthur “AJ” Meyer
 Vice President of Project Development
 ANF Group, Inc.
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Mr. Meyer joined ANF Group in July 2016, where he is responsible for strategy and growth initiatives in the South Florida Marketplace. AJ brings over 14 years of developing, creating, and supporting value driven construction and development solutions for clients resulting in over \$1B in project value that represents diverse market sectors including Mixed-Use, Multi-Family, Healthcare, Hospitality, Education, Commercial & Retail. AJ is an active, involved member of the South Florida community currently serving as Chairman of the Workforce Housing Committee for the Greater Miami Chamber of Commerce; an Executive Board Member on the South Florida Council of the Boy Scouts of America and Chairman of the Properties Committee; the President’s Council of Florida International University (FIU) serving as Chair of the Membership Committee; and on the Board of Directors for The Alliance for Florida’s National Parks. Additionally, he has served as a board member of the Miami Dade Expressway Authority; the FIU Board of Trustees; the Florida Board of Governors for Higher Education; and the Housing & Finance Authority of Miami-Dade County. AJ resides in Miami-Dade County with his wife and two children. He earned both his Master of Science and Bachelors of Science in Construction Management from Florida International University. Founded in 1981, ANF Group is a privately-held, family-owned construction management firm which provides preconstruction services, construction management, general contracting, and design-build services with a concentrated focus on building successful projects through trust, quality, and collaboration.



Traci Scheppske
 Director of Business Development
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Traci has more than three decades of owner’s representation, project management, and design experience providing oversight on all aspects of the planning, engineering design, permitting, and construction for both commercial and residential development projects. As Director of Business Development for the PLACE Division, she utilizes her vast experience by working collaboratively with the multidiscipline departments to implement business development initiatives and guide strategic planning for new markets, services, ventures, and teaming partners for offices throughout the firm. Traci is a Florida-certified general contractor, certified in management of building information modeling, and is a Leadership in Energy and Environmental Design accredited professional. Traci is also an active member of the Association of General Contractors of America, Urban Land Institute WLI, Women in Healthcare, Leadership Broward, and serves on the board of the AIA Palm Beach Foundation for Architecture.



Krystal Sheppard

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Krystal Sheppard is a Miami-based, real estate professional dedicated to creating affordable communities. Krystal's experience encompasses a broad range of development and design with experience in student housing, mixed-use, office, and affordable housing. In her current role, she coordinates the Rental Assistance Demonstration (RAD) program for Miami Dade County Public Housing and Community Division where she is responsible for the redevelopment and repositioning of Public Housing sites in the County. Krystal received a Master's degree in Real Estate Development and Urbanism from the University of Miami, a Master's degree in Interior Architecture and Design from Drexel University, and a Bachelor's degree in Education from Florida Agricultural & Mechanical University. She is heavily involved in the community and volunteers with a number of organizations that assist children and families with social services and mentoring programs.



Daniel Whyte

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Daniel Whyte serves as the General Counsel and Director of Leasing for Goldman Properties based in Wynwood, Miami. Daniel is involved in all aspects of the company's business, from managing legal matters to company operations to leading all leasing efforts for the portfolio of properties in Wynwood, Doral, South Beach, New York City, and Philadelphia. His primary responsibilities include negotiating, drafting, and administering all real estate transactions, managing tenant, finance, and partnership relations, supervising outside brokers and legal counsel, and guiding property management. Daniel is also actively involved in developing and executing company strategies and its vision for the future. Prior to joining Goldman Properties, Daniel served for 6 years as Associate General Counsel and lead Asset Manager at Gator Investments, a full service commercial real estate investment firm specializing in the ownership, development, management and leasing of retail shopping centers, apartment complexes, office buildings and industrial properties. There, Daniel oversaw a portfolio of approximately 200 properties comprising in excess of 10 million square feet in 22 states and Puerto Rico, as well as 2,000 multifamily apartment units. Daniel is a member of the Florida Bar and has been a practicing attorney since 2011. In addition, Daniel serves as an elected Board Member of the Wynwood Business Improvement District as well as on the Underdeck Advisory Committee for the transformation of the public space under the new I-395 extension into a public park.

III. Executive Summary

Located in the heart of downtown Fort Lauderdale, FBFTL owns nine (9) parcels within the two city blocks – the first block (“Block A”) being located from East Broward Boulevard to the South, Northwest 3rd Avenue to the West, Northeast 1st Street to the North, and North Federal Highway to the West, and the second block (“Block B”) being immediately north of Block A from Northeast 1st Street to the South, Northeast 3rd Avenue to the West, Northeast 2nd Avenue to the North, and North Federal Highway to the West. Block A comprises five (5) parcels containing approximately 3.41 acres of land, with existing buildings covering those five parcels. Block B comprises four (4) parcels containing 3.33 acres of land, containing surface parking. FBFTL has approximately 372 paved parking spaces and utilizes the grass areas for overflow when needed. The Church has an agreement with the city for paid parking meters at designated locations and times. Circulation, signage, and wayfinding is a concern for new guests and parishioners as they arrive and during services and special events. Providing safe connectivity throughout the campus is also important to the parishioners and their families.



Fort Lauderdale has been widely known as an international tourist destination for decades and known for its beaches and expansive boating community. Over the years, Fort Lauderdale has experienced steady population growth due to various factors such as economic opportunities, favorable tax benefits, climate, and lifestyle attractions.

Recently, the area has seen a massive increase in the development of all asset classes. Over the past decade, the City of Fort Lauderdale adopted policies to encourage residential development and nurture a growing urban core. This in turn has started to fill in the existing street network with new streetscapes, better connecting downtown neighborhoods. According to the Fort Lauderdale Downtown Development Authority (DDA), more than 50 developments are in the pipeline, some already underway, bringing more than 8,500 new residential units — and 725,800 square feet of new restaurant and retail space. Major players include New York-based Property Markets Group, Related Companies, Dependable Equities and Kushner Co., as well as Houston-based Hines and Denver-based Aimco. Further, as of 2022, downtown Fort Lauderdale has experienced an 80% increase in population since 2010 and now has over 24,000 residents living in a two-square-mile area, which equates to 6,000 new residents moving to the area since 2020. Over 80% of the approximately 10,000 units in downtown Fort Lauderdale were built since 2010. As a result, 55% of all real estate square footage in the area is residential, a rate 20 points higher than most downtown areas across the country, which in turn has curated a vibrant community.

In January 2023, FBFTL engaged with Team 6 to understand how the ULI team could assist with recommendations for the future of the Church and the Property. On February 3, 2023, Team 6 met on-site with the leadership of the FBFTL community and performed a walkthrough of the Church

campus and Church facilities. The history of the Church and the vision and mission of the Church and stakeholders was also discussed. FBFTL identified certain highly desirable outcomes such as:

1. Explore additional revenue streams
2. Determine ways to better connect with the community to increase membership
3. Transform into a campus with a central quad feel
4. Improve frontage on Broward Boulevard
5. Consolidate and optimize space by making it as multi-functional/flexible as possible
6. Enhance wayfinding
7. Enhance green space as a focal point
8. Improve connection between parking and buildings
9. Explore additions to site:
 - i. Gym
 - ii. Park
 - iii. Housing
 - iv. Retail
 - v. Larger school

After the meeting with FBFTL, Team 6 evaluated the information and realized the expansiveness of opportunities available for the Church, and the need for focused next steps. The team began conducting research, and formulating recommendations. Significant time was dedicated to performing a SWOT analysis to determine the strengths, weaknesses, opportunities, and threats that impact the future development of the Property. Team 6 recognized during its meetings that FBFTL must continue to work toward a unified vision, particularly in light of the addition of Pastor Hughes, prior to taking decisive action regarding future land use.

With those constraints in mind, and in addition to the questions stated in the Executive Summary, an additional scope of work was developed. Three questions were posed to discuss the challenges that Team 6 would address:

1. Identify the redevelopment opportunities available to FBFTL, including types of development partners.
2. Determine how those redevelopment opportunities could impact the community and increase their engagement with the community, to hopefully lead to an increase in membership for the Church, as well as provide additional revenue streams for the Church.
3. Determine how FBFTL might structure a decision-making and implementation process to move forward with a cohesive plan.

IV. Background

FBFTL has been a landmark of the City of Fort Lauderdale for over 100 years. Established in 1907, before the City of Fort Lauderdale was incorporated, a small group of believers in the area began meeting for worship and had a dream to help their friends and the community know God and discover their purpose in life, with an emphasis on community belonging.



The Church initially met in various locations, including schoolhouses and private homes. Over time, the congregation grew, and in 1913, the first Church building was constructed on Andrews Avenue. In the following decades, the Church continued to expand both in membership and physical facilities. In the 1950s, the Church experienced significant expansion, and multiple buildings were added to accommodate the growing congregation, which is reflected in today's configuration of the Property.



In the 1980s, Dr. O.S. Hawkins assumed the role of senior pastor. During his tenure, the Church focused on community outreach and initiated various ministries to meet the needs of the local area. The Church also established a strong missionary program, supporting numerous missionary efforts both domestically and internationally.



In the early 2000s, the Church underwent a significant transformation under the leadership of Dr. Larry Thompson, who became the senior pastor. The Church underwent a rebranding process and changed its name to First Baptist Church Fort Lauderdale to reflect its mission and location. The Church emphasized a contemporary style of worship and implemented innovative ministry programs to engage members and the community.

In 2020, COVID-19 took a toll on the Church as it did around the world. Many of the ministries were halted, including the Christmas Pageant that brought in tens of thousands of attendees from across the state. Like many churches across America, FBFTL experienced a subtle decline in attendees.



Today, FBFTL continues to serve in the Fort Lauderdale area by offering a wide range of ministries, including worship services, small groups, youth programs, missions, and community outreach initiatives. There are several buildings, including the sanctuary, offices, community centers, Sunday school classrooms, youth group meeting spaces, and a great student life center.



V. Zoning and Land Use

The overall zoning and land use for the site provides for much flexibility for future development. FBFTL is located in RAC-CC (Regional Activity Center -City Center) District which is in the city's high-intensity downtown zoning district. It is intended to be applied to the central downtown core area as a means of accommodating a wide range of employment, shopping, service, cultural, higher density residential and other more intense land uses. The RAC-CC zoning district will permit mixed use development including high intensity commercial uses, as well as downtown residential housing, as well as automotive, boats, watercraft and marinas, commercial recreation, food and beverage sales and service, lodging, public purpose facilities, retail sales, services/office facilities, storage facilities, and accessory uses related thereto. Commercial retail uses will be required on the ground floor of buildings on those streets where pedestrian activity is encouraged. In order to ensure that development along the boundaries of the RAC-CC district will be compatible with adjacent zoning districts, properties abutting the edges of the RAC-CC district will be subject to regulations that provide a transition from the very intense and dense uses found within the central urban core. The City's Downtown Master Plan Design Guidelines for the area specifically described in the Character guidelines for the Downtown Core "Mixed use Center, More Commercial/ Civil High-density housing."

CHARACTER AREA GUIDELINES

3 DISTINCT CHARACTER AREAS

CHARACTER AREAS

'Character Areas' of distinct quality will create a variety of urban experiences throughout the RAC. Creating a pedestrian 'sense of place' in an area as large as the Downtown RAC depends on the development of areas with distinctive character and special qualities. These 'Character Areas' are based on the existing street grid, development patterns, edges, walking distances, and other factors; they reinforce and strengthen existing and emerging development patterns. The Framework diagram illustrates three different character areas. Each exhibits unique urban form and public space characteristics while sharing common themes relating to pedestrian-oriented design. While all three are essentially mixed-use, they are distinguished by varying building forms and ratio of residential to commercial uses.

DOWNTOWN CORE

Use:

- Mixed use "center"
- More commercial/civic
- High density housing

Form:

Verticality and density characterized by slender towers with minimal step-backs among mixed lower buildings. A 'central-business-district' feeling is created by the 'forest-like' arrangement of vertical towers and a strong skyline image.

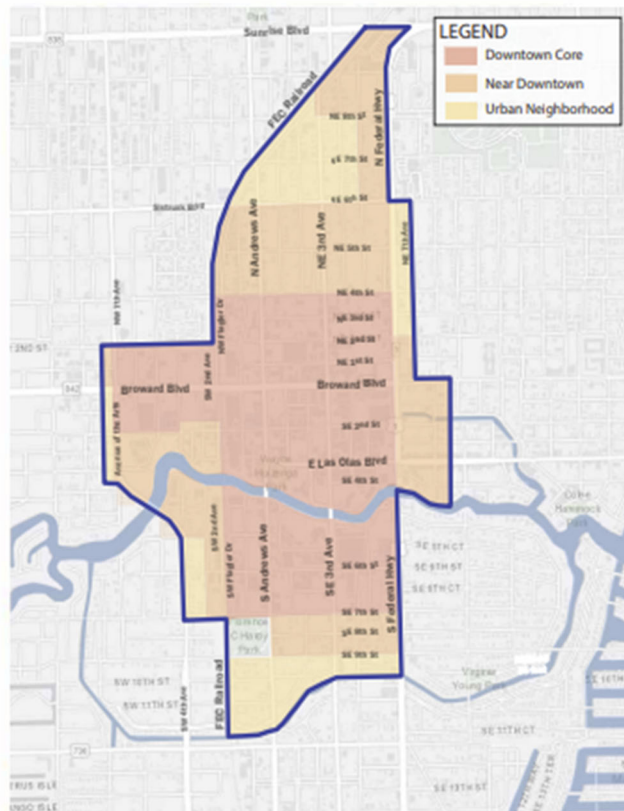


Figure 4.197 The Downtown RAC with Character Area designations

Additional Zoning and Land Use Information as follows:

1. Existing Future Land Use (FLU): D (Downtown Regional Activity Center). Density within the Regional Activity Center Districts is determined by the Comprehensive Plan restrictions as follows:
 - i. Residential Units: 16,060 Dwelling Units permitted. (This changes periodically depending on approved development. It is recommended to coordinate with the City of Fort Lauderdale to receive a current number)
 - ii. Commercial: 4 FAR
 - iii. Industrial: 4 FAR
 - iv. Transportation: No specified limit.
 - v. Community Facilities including government administration, judicial system, police, fire and library services: No specified limit.
 - vi. Park-Open Space: 8.5 Acres minimum.
2. Existing Overlay: Downtown Core Character Overlay, FAA 160 ft Helipad Restriction
3. Parking Requirements: Parking requirements are based on use and square footage.
4. Maximum Building Height: No restrictions, however FAA has a 160' height limit for this area.
5. Maximum Building Street Wall Length: 300 FT
6. Maximum Gross Square Footage of Building Tower Floor Plate Size:
 - i. *Residential*: 18,000 for entirety of building tower up to 15 floors high / 12,500 for entirety of building tower up to 37 floors high
 - ii. *Non-residential*: 32,000
7. Maximum Building Podium Height: 9 floors
8. Minimum Separation Between Building Towers: 60 Feet or 30 Feet minimum on subject property if adjacent to abutting lot under separate ownership.
9. Minimum Residential Unit Size: 400 SF
10. Setbacks at ground level:
 - i. Primary Frontage Setback: 10'
 - ii. Secondary Frontage Setback: 10'
 - iii. Minimum Side Setback: 0 ft

Further, if FBFTL desired to unify the parcels with a pedestrian connection, a vacation of air rights would be required.

VI. Project Analysis

A. SWOT Analysis

The group considered a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) as an essential tool to guide the team in formulating its recommendations.

Strengths

- i. History of solid, successful mission programs.
- ii. History of large community events.
- iii. Massive site that is centralized in the heart of the city.
- iv. Greenspace used for events by the community can be an urban oasis in the heart of “concrete” downtown.
- v. The Next Generation Learning Center houses a ready-made tenant/income generator. It also caters to attracting younger families with children to grow the membership.
- vi. Relatively few zoning constraints – blank canvas.
- vii. Desire to be a part of the growth and future of the downtown community.
- viii. Ability to be patient for the right, partner, tenant, financing, or use.

Weaknesses

- i. Need to go through a strategic planning exercise related to mission growth, future real estate needs, long-term financial planning, and other issues.
- ii. There is a lack of orientation/wayfinding.
- iii. Because of a lack of entry on the main road and the fortress-feel of the building, the current layout of the Property doesn’t feel inviting or welcoming.
- iv. Distance from parking to the building and lack of weather protection in between.
- v. Sanctuary feels cavernous/impersonal but is fixed in place so it’s not reconfigurable.
- vi. Too much underutilized space to efficiently manage.
- vii. Water intrusion given the multitude of roof seams.
- viii. Children’s center disconnected from the rest of the Church, and configured in a way that does not work for its purpose.
- ix. Lack of growth of membership and revenue.
- x. Too many options (i.e., “analysis paralysis”).

Opportunities

- i. Space is underutilized; need for external insight (a programming effort) to determine which spaces can be better utilized.
- ii. Major density growth occurring in the downtown Fort Lauderdale area.
- iii. Option of abandoning the right of way in between the sites to combine parcels into one

Opportunities

- iv. large site (would likely require cooperation with adjacent property owners). Possibly develop some of the land and look to similar Churches as examples including Trinity Church in New York.
- v. Create additional green space along the exterior of the block.
- vi. Create more inviting gateways into the block.
- vii. Ability for multi-phase approach; start with the surface parking lot.
- viii. Create and follow a long-term strategic plan.
- ix. Activation: increase engagement with the local community rather than being a destination Church by driving neighborhood traffic onto campus through innovative programming, events, music, etc.
- x. Opportunity to create a plaza that will be an amenity for the downtown community.

Threats

- i. Change in leadership.
- ii. Continued decline in membership.
- iii. Current market conditions – cost of construction, high interest rates, saturation of market.
- iv. Post-pandemic uncertainty exists (parishioners, tithing, broader Church trends).
- v. Fear of acting too quickly, coupled with the need for a comprehensive plan for the site, finances, and missions.
- vi. Fear that the Church could miss the current real estate cycle, but the property will remain valuable.
- vii. Operational: taking on missions without a proper business plan could be detrimental
- viii. Inconsistency in vision among leadership members.

B. Assessment of Challenges and Opportunities

FBFTL has the opportunity to develop something very thoughtful and to identify and implement a process that protects both the Church's mission and its assets. Based on this, Team 6 recommends two approaches for future consideration:

The *first approach* is to engage in strategic and thoughtful planning that will integrate the real estate development process into current thinking around programs and solidify an understanding of the Church's missions and goals.

The *second approach* requires looking at the real estate piece of the equation. This exercise begins with asking what parts of the block can be redeveloped, how can programs be plugged into redeveloped spaces, and how will they be structured?

Integrating the real estate development process into current thinking moving forward, Team 6

suggests the following: ***understand the program and understand the plan***. A deep strategic planning exercise that is cohesive among the FBFTL leadership and membership will aid in understanding the needs of the Church programming and how it ties into the business plan. Formulating such a program and plan may take a year or more and consistent dedication. The Church may consider hiring an outside facilitator to assist with this ongoing effort.

C. Strategic Planning

This part of the process focuses on community engagement and will require conversations and input from both internal and external stakeholders. While the Church has begun this process internally, Team 6 feels the Church should continue this effort to drill down further to answer critical questions, specifically “who are we and what do we want to be?” Alternatively, the Church can consider securing an outside facilitator to assist with this effort, which Team 6 strongly recommends. Interfacing with stakeholder groups such as adjacent landowners, tenants, and community organizations on this critical issue is an important step to a clear, concise mission to guide the Church moving forward.

When thinking about internal community engagement, Church leadership could use a consultant to facilitate conversations between parishioners, leadership and members. Regarding the community engagement process, Team 6 feels strongly that the younger membership should be included in any decision-making process.

D. Real Estate Analysis and Master Planning

Team 6 also recommends the Church conduct due diligence on the facilities it currently owns and utilizes, focusing on how such spaces are currently used as well as:

- How much of the current space is needed for the future?
- Which spaces could be consolidated and used as multi-use rooms for multiple programs?
- Which programs need more/less space?

It is critical that the Church understand precisely how much space it needs to understand how the campus land and buildings might be efficiently developed and shared with future uses. In particular, if the Church has space or parking needs in the future for any buildings, those needs must be known before any development deal is broached.

Additionally, the Church should analyze its leases to determine facility requirements and costs as well as if revenue and expenses make sense from a mission standpoint. Often some expenses like roof replacements, for example, can get lost in the shuffle, leading to unforeseen large capital expenditures, so drill down to consider deferred and future maintenance needs.

The Church should also have a property condition report prepared by an outside company to note milestones at one, five, and ten years. This report can include the capital required for deferred maintenance issues such as roof or HVAC equipment replacements that are a significant part of the business plan. Team 6 suggests partnering with a provider such as FIU By Design for this exercise. FIU By Design is a service unit within the College of Communication, Architecture +

The Arts (CARTA) at Florida International University. Their mission is to enhance their faculty and students' success by serving as an innovative solution center that provides consulting services. Through real-world experiential-learning opportunities, their faculty and expert professionals align their pedagogy with project deliverables for a wide range of clients and organizations. FIU By Design provides opportunities for exceptional students to work shoulder-to-shoulder with faculty, partners, and clients to gain meaningful learning experiences while contributing to the community's development. The ideas generated at the end of the effort aren't necessarily prescriptive but can offer a starting point to understand the Church's assets. These efforts are a precedent to programming development and understanding what a solid program can provide, thus driving real estate decisions.

The Church has fantastic existing programs, and there is significant potential for future opportunities to bring in the neighborhood community and other partners as well as additional revenue streams, as further discussed below. One thing to be conscious of is that there may be overlap in Church missions. Numerous opportunities are happening in the neighborhood that could create ways to activate the space. Coordinating this activation could or could not be a full-time job, but regardless, it will hopefully create new experiences that will bring new people into the Church while simultaneously allowing the Church to explore new programs.

This phase of activation serves to inform the Church's investment. Take time to explore the engagement process and select the best options to help inform your business plan. Talk to people, but then test it. Listen to what people are saying: will they pay for it? Will they come: how will it work/function? All of this is crucial before making a final decision. Answers to these questions will help inform future space needs. For example, when determining future space and land plans, what type of space do you need to carve out for the future that you don't already have in play?

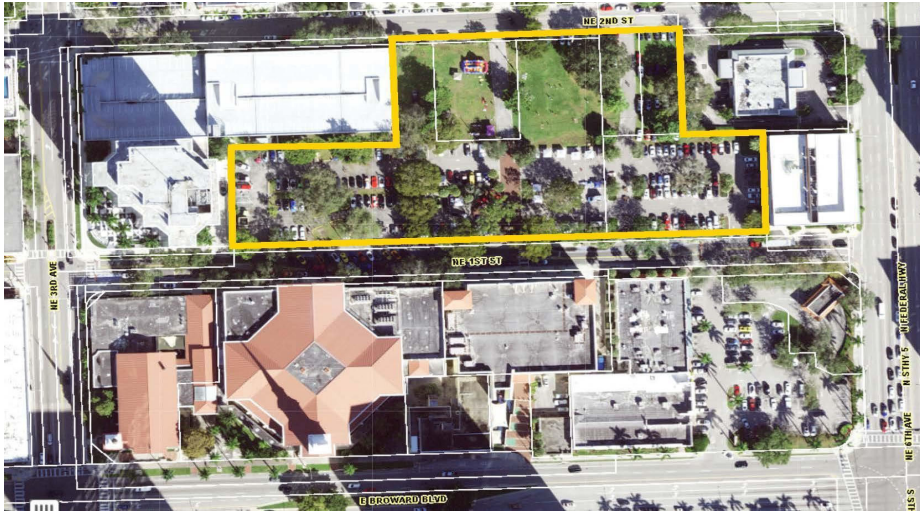
These options feed into the business plan, in turn, feeding into the real estate plan, ultimately leading to the execution of that plan. The desired programs and accompanying detail will allow the Church to craft a Request for Proposals ("RFP") that leads to real estate analysis and understanding of how the space needs to look. Development options then follow that.

Church leaders also need to understand and plan for how it will operate during any development. Will certain functions have to be temporarily suspended or moved off-site? Will missions or tenants have to move off-site until renovation is complete? Can any of these functions and services be housed within the remaining Church property? Having the space analysis described above will better inform leaders in evaluating this phase of the project.

E. Design and Development/Use Recommendations

Team 6 believes the best path forward is to redevelop and redefine the Church's property in two phases. The *first phase* would be to build on the vacant lots identified as Block B above. Allowing for the development of this part of the site to take place first will allow for revenue to be generated for the Church, while still operating its existing facility, which will then allow that revenue to be reinvested into the Church property itself upon beginning a redevelopment. During that time, the Church would be able to remain in use while the stakeholders can begin to determine the future space needs of the Church. Once there is revenue generated by the development Block B, the Church can then have a plan ready to execute using those funds.

The below design recommendations focus on the first phase of development. Block B, as outlined below, has the greatest potential in terms of it being an open pad and a great development opportunity.



Team 6 believes that issuing a Request for Proposals to obtain development proposals for Block B will be the best, most lucrative path forward for the Church. Once a proposal is selected and the Church decides to proceed with a chosen development firm, the Church and

the development firm can then, for example, enter into a ground lease agreement, so that the Church can retain ultimate ownership of the land. It is also recommended that the Church enter into a Master Development Agreement with the development firm to negotiate all the needs and wants of the Church for the future of the site.

While responses to an RFP will yield multiple thoughtful design and development recommendations for the site from differing firms with varied expertise, Team 6 is providing a recommendation which is meant to be illustrative and to drive further engagement and discussion.

Team 6 is recommending a combination of three (3) main uses for the site, which will yield benefits for both the Church and its needs and aspirations, as well as the needs of the surrounding community. These three uses include a school, affordable rental housing units, and structured parking.

School

It was made clear by the Church at our initial site visit that there was great interest in expanding their early childcare facilities to include K-5 education, and possibly beyond in the future. We believe building a school on this site will provide much needed additional elementary age educational facilities to the area, and connect new young families to the Church. Within a 1.5-mile radius of the Church, there is only one A-rated public elementary school, according to the Florida Department of Education website as of June 2023. Further, with the massive influx and density growth in the area, there is increased demand for quality schools.

Affordable Housing

While there has been a significant amount of growth in terms of multifamily development in the downtown area, there is still a desperate need for affordable housing. The lack of affordable housing is a crisis that plagues the entire country but is especially prevalent in South Florida. Broward County published an Affordable Housing Needs Assessment in September 2022. This report stated that there are 154,720 cost-burdened renter households in Broward County,

representing 61.9% of all renter households, of which 51.7% (80,121 renter households) are “severely” cost-burdened. “Cost-burdened” is defined as households that pay more than 30% of their total income on housing, as they may have difficulty paying for non-housing needs such as food, clothing, transportation, childcare, and medical care. Households spending in excess of 50% of household income on housing expenses are defined as “severely” cost burdened. The Broward County Affordable Housing Needs Assessment reached several critical conclusions:

- The scope and scale of Broward County’s affordable housing needs are substantial and critical.
- Housing affordability in Broward County and each municipality are growing economic and quality of life concerns that cannot be ignored.
- Housing affordability matters — it impacts a broad spectrum of economic and social issues that were accentuated by the COVID-19 pandemic.
- Broward County’s affordable housing needs require an immediate focus on rental housing preservation and production.
- The scope and scale of Broward County’s affordable housing issues should make it a top policy priority.
- The scope and scale of Broward County’s affordable housing needs will require a substantial level of public and private capital investment far in excess of traditional federal and state funding programs.

The Church could take part in this mission-driven development to help make a dent in the affordable housing crisis. Bringing additional housing for the low-income/workforce community could also bring a new community to the Church.

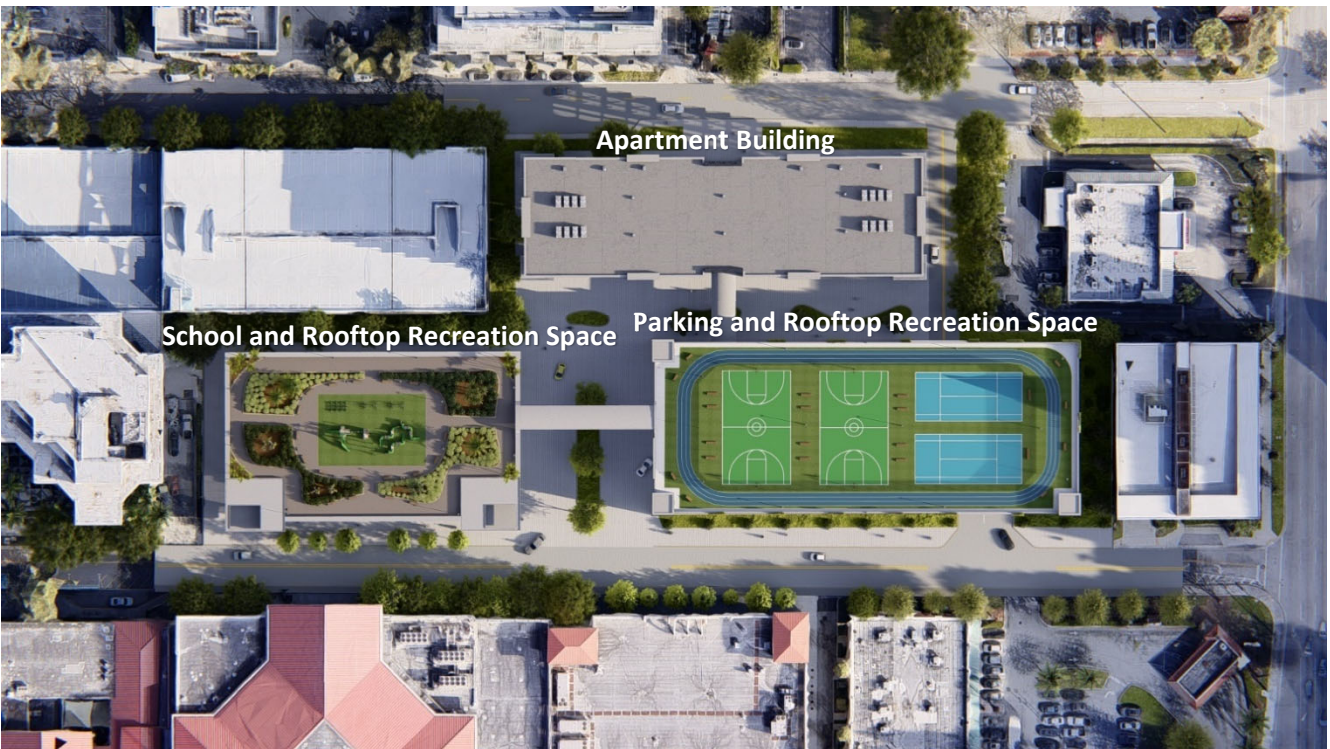
Parking

Parking will be needed by all involved based on the above recommendations, so this will be a necessary and required piece of the development plan. Parking is expected to be needed for the Church attendees and staff, school staff, and residents of the apartment units. Team 6 was also made aware of the lack of parking available for the office building next door, located at 105 N Federal Hwy.

Below is an example of what a redevelopment of Block A may look like that includes a school, affordable housing, and parking.

F. Renderings

Existing and Proposed Development Concept– Aerial View



Existing and Proposed Development Concept – Northwest View



Existing and Proposed Development Concept – Southwest View



Proposed Development Concept – Additional Views



Proposed Development Concept – Street Level Views



Proposed Development Concept – Rooftop Design



VII. Community Impact Analysis

With the design and development recommendations mentioned above, there will be significant positive impacts created for the community. Increasing the supply of affordable housing would help to lessen the burden on renters who are often cost-burdened where they currently live or help renters who are currently priced out of certain areas such as downtown Ft. Lauderdale. Building a new school would provide a new option for families with young children. Based on the lack of parking that the neighboring office building has, the building continues to be vacant. If part of the development plan included parking spaces that could be leased to the building, this could help increase occupancy of the office building, generate revenue, and bring additional businesses to the area. All of these new uses for the site would create additional connection points between the Church and the surrounding community.

Below are additional ways to impact the community through the development of the site. These various ideas can be incorporated into the RFP that will be issued, putting these suggestions on the developers to implement into their development proposal:

A. Small Business Hiring

- Create a small business hiring program for all construction and goods and services related to the redevelopment plan.
- Require selected developer to provide contracts to Section 3, SBE, MBE and WBE firms, with an estimated economic impact of over \$90,000,000.
- Partner with local chamber of commerce to provide office space within the site for the creation of a small business incubator program.
- Provide job placement initiatives for current parishioners.

B. Community Service Facilities-Education

- Create a coalition that will be comprised of community stakeholders, including but not limited to residents, businesses and local representatives, to ensure that the community's vision for the redevelopment plan is incorporated into the final designs.
- Build a new Early Childhood Education School, to include an Early Head Start and Head Start program.
- Partner with local colleges and Universities to provide access to college degree programs on-site.
- Develop a Community Center to provide space for numerous Community Based Organizations.

C. Smart Growth Development

- Design the development using Smart Growth Development principles to create a community of services where parishioners and visitors will have access to education, employment, social services and recreational opportunities within the Church.

- Design and build a sustainable development with green construction features.

D. Economic Development

- Design and build a parking garage to provide accessibility to the site and neighboring businesses.
- Build retail space for "mom and pop" businesses, with economically feasible rents.

E. Historic Preservation, Public Art & Streetscapes

- Restore the existing buildings within the Property to preserve the history of the Church and document its future.
- Require Developer to include public art in their development.
- Incorporate attractive streetscape on the roads surrounding the church, including Broward Boulevard and NE 1st Street.

VIII. Revenue Stream Analysis

There are various sources of additional revenue streams that could potentially be generated by the above development recommendation:

- Upfront Ground Lease/Land Payment
- Ongoing revenue stream from both school and housing development. This can be a percentage of net cash flow, a flat annual payment, a recurring flat payment that increases annually, or another arrangement to be negotiated.

The RFP process will allow the above possible sources of revenue to be proposed by the developer, and further negotiated and refined in a Master Development Agreement. The Church would enter into this agreement with a developer partner to define the details of the proposed development plan and financial arrangements between the developer and the Church.

With the above possible sources of future revenue, the Church will then have the opportunity to make the desired improvements and continue to use the ongoing additional revenue to pursue its mission and vision and the surrounding community.

IX. Recommendations / Next Steps

A. Immediate (Years 0 – 1)

The following action items are recommended to be completed within the next twelve (12) months.

Action	Description
Perform Critical Due Diligence & Space Assessment Needs.	Develop actionable items to evaluate including analyzing existing spaces and conditions, as well as existing uses. Some questions to ask include: is there surplus space in a building(s), and is there a lack of space for any needed program use? This is also the time to analyze leased space and determine facility requirements and costs. For this effort consider using a community partner such as FIU's By Design.
Engage Internal & External Community.	Internal community engagement includes a facilitated conversation among and between parishioners and Church leadership, and input from the Church's various missions. This is where the questions "who are you?" and "who do you want to be?" are answered. The external community engagement portion of this step involves a facilitated conversation with the larger community such as Church neighborhoods and other stakeholders. Team 6 suggests that an independent facilitator lead this part of the effort.
Activate Existing Spaces for Church Programs or Other Revenue Generating Opportunities.	In this part of the process, it is essential to take time to determine what can and cannot work, including implementing some partnerships on a trial basis, engaging the edges of the Property, and refurbishing some existing spaces. Even if the Church begins work on a master plan immediately, it could take years to build, or even break ground on, something significant, so refurbishing used spaces in the interim may be required. Those spaces can be used for community events or pop-up retail on an economically feasible basis. As part of the process, the goal is to determine what the Church ultimately wants to be in place for the long term. Consider engaging a third party to assist with this effort. This can help to inform mid-term steps.

B. Mid-Term (Years 2 – 5)

Following the immediate recommendations set forth above, FBFTL should explore engagement with a third-party land use attorney as well as a real estate development consultant who will perform pre-development services to achieve and deliver upon the mid-term recommendations. The Mid-Term recommendations are broken down into three specific areas – Housing / Real Estate Development, Mobility / Safety, and Branding / Community Building.

Action	Description
Housing / Real Estate Development	
Create a GIS-based property inventory to attract potential developers.	Inventory should include location, ownership, size, zoning and property appraiser parcel identification number and be updated quarterly with a map showing each available property numbered.
Engage Florida Housing Coalition’s (FHC) Nonprofit Capacity Building Institute.	The FHC provides strategic advisement on the development of affordable and workforce housing addressing specific areas of proforma development, long-term ground lease feasibility, funding sources, and development partnerships.
Activate the north parking lot on NE 1st Street currently used for church service and overflow parking to serve as a central gathering place.	Establish farmers market, food trucks, and/ or community garden until a future use can be built on the site. This can provide for both revenue generation and community engagement.
Develop Request for Proposals (RFP) from developers for any real estate to be developed.	This process will allow the Church to create conditions and restrictions that impact control over future development, being prescriptive on what the Church wants and needs in terms of any future structures. Moreover, the Church should determine its desired real estate structure, meaning a sale, ground lease, or joint venture, in the RFP.
Perform “highest and best use” studies.	Evaluate the Main Sanctuary, Global Events Center, Next Generation Learning Center, Main Office sites and adjacent parking lot for highest and best use. Consider expanding the preschool to become the leading revenue generator to a K-5 at the Church owned lot used for parking.
Mobility / Safety	
Recommend City of Fort Lauderdale to study crosswalk signalization, traffic calming and	Suggest count-down Walk/Don’t Walk signals, street diet, corner bulb-outs at key intersections.

other improvements to ensure safe pedestrian crossing as well as additional pedestrian access points along Broward Blvd.	Currently there is high visibility yet little-to-no pedestrian access along Broward Blvd. which should be studied to provide additional pedestrian access at key locations (intersections or mid-block)
Meet with City of Fort Lauderdale and explore possibilities to vacate or utilize the CCC redevelopment tool on NE 1st street from NE 3rd Avenue to loading alley way East of Church site.	The Clustering of Complementing uses is a key downtown development tool that works by locating people, activities and uses together in a close pedestrian scale (i.e., Giralda Avenue in Coral Gables) or vacating the street to FBFTL to enable the existing or future conditions significant safe and accessible pedestrian connectivity and to create an environment of place making (outdoor café, street fairs, parklets, street markets, street artists, etc.)
Seek streetscape improvements, prioritizing Broward Blvd. fronting FBFTL	Identify opportunities for public art (FPL Transformer), inviting landscaping, transit shelter, community kiosks, etc.
Seek enhanced lighting for abutting streets.	Enhanced lighting will improve safety and deter crime, specifically pedestrian lighting.
Branding / Community Building	
Create a visual brand based on the feedback from engaging the internal and external church community.	A steeple on the main and historic sanctuary as well as the engraved church name on the historical building are the only identifiers of FBFTL. Visual branding draws interest and engagement from the outside.
Engage a wayfinding designer.	Consider hiring a wayfinding designer that can assist FBFTL in implementing signage and map design, symbols, color, and typography to effectively navigate people around and through FBFTL.
Seek to designate FBFTL as a historic building through the City of Fort Lauderdale's Historic Preservation Board.	Garnering this designation will allow FBFTL to be valued as a significant reminder of the cultural and archaeological heritage of the city. May also provide significant incentives (Tax, Parking, Waivers, FEMA, FBC, Funding, Heritage Tourism).
Establish historic tours of Downtown District historic buildings and coordinate with other events.	Engage Downtown Vision and the Chamber of Commerce to promote the tours and other District events.

Create festivals, choral events, concerts and other performing arts events to draw people to FBFTL.	Engage Fort Lauderdale’s DDA Vision, Fort Lauderdale Chamber of Commerce, and Visit Lauderdale to promote the tours and other district events.
Activate empty lots for use as event venues.	Music events, farmers market, art and crafts festivals.

C. Mid-Term to Long-Term (Year 6 – 10+)

Action	Description
Establish an elementary, middle or K-8 school on a compact site with an urban design to potential incorporate a parking garage and affordable/workforce housing apartments.	Schools help to stabilize a community; a good school draws residents. A magnet school focused on art, music, STEM would fit in with the district’s brand and create significant revenue for FBFTL as the district is severely lacking good educational options for all the new residents and families.

X. Case Studies / Further Readings

1. [St. John’s Cathedral – Jacksonville, FL](#)
2. [All Saints Episcopal Church – Atlanta, GA](#)
3. [St. John’s Getty Square – Yonkers, NY](#)