

I HEREBY CERTIFY that the attached Report, each page of which I have initialed in the lower right hand corner, regarding the Marina Lofts Project, City of Fort Lauderdale Case 51-R-12, is a true and accurate assessment of my opinion relative to whether or not the Marina Lofts Application and Project contemplated thereby, is consistent with the City of Fort Lauderdale's Comprehensive Land Use Plan and Unified Land Development Regulations, and the same supports my professional opinion that the application fails to show by competent, substantial evidence or otherwise, that the proposed Project is consistent with such Plan and Regulations.

Ralph Stone
RALPH STONE

STATE OF FLORIDA)

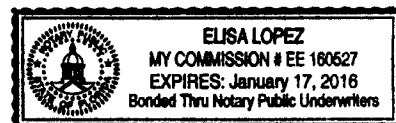
BROWARD COUNTY)

SWORN TO AND SUBSCRIBED before me, this 19th day of August, 2013, appeared Ralph Stone, who did take an oath and who is personally known to me or provided S30-725-5-254-0 as identification.

FL D.L.

E. Lopez
Notary Public – State of Florida

My Commission Expires:



R-4

I HEREBY CERTIFY that the attached Resume, each page of which I have initialed in the lower right hand corner, is a true and accurate statement of my relevant experience in the disciplines of land use planning and government administration, and the same is submitted in regard to the Marina Lofts Project, City of Fort Lauderdale Case 51-R-12.

Ralph Stone
RALPH STONE

STATE OF FLORIDA)

BROWARD COUNTY)

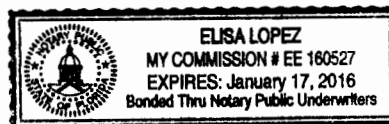
SWORN TO AND SUBSCRIBED before me, this 19th day of August, 2013, appeared Ralph Stone, who did take an oath and who is personally known to me or provided 5350-725-50-254-0 as identification.

FL D.L.

Elisa Lopez

Notary Public – State of Florida

My Commission Expires:



MARINA LOFTS PROJECT

**ANALYSIS OF CONSISTENCY WITH THE CITY OF FORT
LAUDERDALE COMPREHENSIVE PLAN, UNIFIED LAND
DEVELOPMENT REGULATIONS, DOWNTOWN MASTER
PLAN AND NEW RIVER MASTER PLAN**

PREPARED AUGUST 19, 2013

**MARINA LOFTS PROJECT: ANALYSIS OF CONSISTENCY WITH ADOPTED
COMPREHENSIVE PLAN, UNIFORM LAND DEVELOPMENT
REGULATIONS, DOWNTOWN MASTER PLAN AND NEW RIVER MASTER
PLAN**

SUMMARY

The Marina Lofts project, at this date, includes 960 residential units in three phases of three towers (the Western and Central towers connect) that are 28 stories (276 Feet) and 33 stories (324 Feet) respectively. The project includes three large parking garages totaling 1,270 parking spaces. The three garages are 7, 8 and 10 stories in height and are 74 feet, 82 feet, 107 feet in height respectively. Collectively these garages are 641 spaces short of meeting the code requirements for the residential, retail (18,016 sq. ft.) restaurant (11,916 sq. ft.) and 196 boat storage spaces being proposed for the project. The project site is 5.92 acres or 258,047 square feet. The existing uses on the site are metal and/or concrete block warehouse type uses and vacant land. The site has no limitations as to future redevelopment based on existing use. In other words, the full site is available for substantial

development while providing design treatment that would allow the transition from the intensive zoning district to the east to the lower intensity zoning districts to the north, west and south. In fact, the zoning district where the property is located specifically includes in the name of the district the term "transition" and this consideration is supported by language in the Comprehensive Plan Goals, Objectives and Policies.

In addition to the Comprehensive Plan and Unified Land Development Regulations (ULDR) two other planning documents guide development in this zoning district. These are the Downtown Master Plan and the New River Master Plan. All four of these legal documents have received considerable public input and enjoyed the skills of the City's professional staff and consultant's that were retained to advise the community and the City Commission regarding the best and most appropriate standards for development in this area and contiguous areas. All of these have been adopted by the City Commission.

A review of the applicants proposal, in the context of the requirements and standards of the Comprehensive Plan, Unified Land Development Regulations, Downtown Master Plan and New River Master Plan, reveal that the Marina Lofts development as currently proposed is inconsistent with all four documents, will negatively impact contiguous property and does not provide the transition from contiguous zoning districts as required by the adopted City Commission regulations. Specifically, there are four areas of inconsistency. These are:

1. **Transition/Neighborhood Compatibility**
2. **Parking Access/Traffic Flow**
3. **Required Parking**
4. **Design Guidelines**

Note regarding organization of the report. In the following section, Comprehensive Plan, policies related to each of the four areas of inconsistency cited above are addressed along with an analysis. The next three sections, Unified Land Development Regulations, Parking Reduction and Design Guidelines are focused on specific regulations and policies in those documents that address the project and also include an analysis of those requirements.

COMPREHENSIVE PLAN INCONSISTENCY

The Comprehensive Plan is the legal framework for the Land Development Regulations and the various plans that refine the Comprehensive Plan and Regional Activity Center (RAC) zoning district. No single goal, objective or policy, in isolation, can create inconsistency with the Comprehensive Plan. However, numerous plan inconsistencies collectively lead to conclusions that certain proposals/projects are not intended and should not be supported. In that regard the Marina Lofts project violates numerous requirements identified in the Comprehensive Plan. Generally, these address the intent of the Downtown Regional Activity Center (RAC) land use category and zoning district; the stated intent which is to provide a transition "treatment" to development in the RAC-Transitional Mixed Use/SMU (Southwest Mixed Use District) from the most intense RAC-CC (City Center District) to the east; the RAC-AS (Arts and Science)/ H-1 (Historic Preservation) to the north and the Tarpon River neighborhood to the

west and south and to provide neighborhood compatibility and project impact protection. **No reasonable definition of transition, neighborhood compatibility or design consistency can justify the size and configuration of the proposed project.**

The Comprehensive Plan states the following:

“Recognizing that Downtown Fort Lauderdale will continue to serve as the governmental, business, education, social, and cultural center of Broward County, the City has invested a considerable amount of staff time to create a vision for the Downtown. In November 2003, the city commission adopted the Downtown Fort Lauderdale Master Plan. The Master Plan Study Area follows the boundaries of the Downtown RAC shown on Map 1. **The Master Plan process was structured around a series of public workshops, with an extensive public and stakeholder outreach program. It strives to create a livable downtown by describing the community’s vision, setting the context and framework and providing design guidelines and implementation strategies.**”

“Zoning within the downtown RAC directs residential development in terms of density, height, scale, etc. with the densest high-rise development allowed in the RAC City Center Zoning District and scaled down residential directed throughout other areas within the RAC.”

In this regard the Marina Lofts project is inconsistent with the following policies:

1 .TRANSITION/NEIGHBORHOOD COMPATIBILITY:

“OBJECTIVE 1.15: TRANSITION ZONES FOR DOWNTOWN RAC

Continue to utilize transitional zones between the Downtown-RAC and adjacent established neighborhoods to protect against incompatible uses.”

Analysis-the zoning district for Marina Lofts is a transitional zoning district, the RAC-Transitional Mixed Use (TMU), and within the TMU district are three sub districts, one of which ,Southwest Mixed Use District, is the location of Marina Lofts. This district is intended to transition more intense development from the Downtown Core (the adjacent district to the east) to the Tarpon River low density neighborhood to the south and west and the Historic District to the north. However, in violation of the intention, the Marina Lofts project has proposed towers and massive parking garages that are in fact higher and more massive than the contiguous Downtown Core area. Even if the Downtown Core area approved a tower higher than Marina Lofts proposals, the low scale residential Tarpon River neighborhood to the west and south and Historic District to the north would require much small towers for a legitimate transition. The Marina Lofts towers and parking garages do not provide a transition.

“POLICY 1.5.3 Ensure that development will take into consideration the character and integrity of residential neighborhoods, the Development Review Process shall address pedestrian and bicycle access and facilities, traffic improvements or modification either on-site or within public rights-of way, include, but not limited to, sidewalks, pedestrian ways, bicycle parking, roadway adjustment, traffic control devices or mechanisms and access restrictions to control on-site traffic flow or divert traffic as needed

to mitigate the negative impacts of development generated traffic on neighborhood streets as warranted, feasible and consistent with the Plan.”

Analysis-The project is a six acre site and has no development constraints. However, the developer has elected to “over develop” the site. The impact of this overdevelopment creates traffic and pedestrian impacts, especially along S.W. 4th and 5th Avenues and the extension of this street around the Esplanade south through a narrow single family neighborhood. This area results in traffic making a “blind merge” from a curve coming off the Marshall Bridge. The generators of the conflicts are ingress and egress driveways from the massive Western Parking Garage that fronts on S.W. 4th Avenue. This problem can easily be corrected by creating access on the eastern side of the garage off the alley that bi-sects the Western and Central garages. In fact, the City’s Design Guidelines prioritize parking garage access as first being provided from available alleys. The election by the developer to ignore this policy direction and direct this traffic flow to a challenged residential street is avoidable.

POLICY 1.14.4: Preserve the open character and vistas along the New River by moderation of building heights on the riverfront and by coordinating public improvements with private development.”

Analysis-the three proposed towers are 28, 28, and 33 stories respectively. The attendant parking garages are 7, 8 and 10 floors tall and extremely massive. In combination the vistas to the New River are completely walled off, except for the proposed new units in the towers. The towers are oriented so that the widest side of each tower is parallel to the New River, which is totally the opposite from city policy. Adopted City policy is to orient the narrow side of buildings toward the New River.

POLICY 1.16.6: Continue to implement the Riverwalk Plan consistent with the City’s revitalization effort.”

Analysis-the Marina Lofts development violates numerous City policies that impact the Riverwalk Plan. Please see the following section on Design Guidelines for significant detail in this regard. Nineteen separate design guideline policies are identified as being violated in that section of this report.

“OBJECTIVE 1.19: NEIGHBORHOOD COMPATIBILITY

In existing neighborhoods, development shall be compatible with present neighborhood density and with specific plans for redevelopment and revitalization.”

Analysis-as stated in writing by the City Planning Staff, the New River Master Plan is the neighborhood plan for the Tarpon River neighborhood, which is where the project is located. This plan replaced the previous neighborhood plan, which can be found as a basis for policy direction in a previous development proposal for the Esplanade on the New River condo, which is across the street from Marina Lofts. Marina Lofts is significantly more dense and massive than

contiguous development and is not consistent with numerous policies and development direction in the New River Master plan.

POLICY 1.19.1: Facilitate the development of small area Neighborhood Plans as a means to preserve and enhance the City's neighborhoods."

Analysis-Marina Lofts project is not consistent with the plan. See comments below in the Design Review section.

POLICY 1.19.2 Respond to community desires and preserve neighborhood integrity through the master planning process."

Analysis-the proposed Marina Loft project does not respond to the New River Master plan and as a result negatively and substantially impacts the neighborhood. The height, bulk, orientation, traffic and pedestrian conflicts, treatment of the historic Raintree and "walling off" of the New River are inconsistent with the New River Master Plan. Considerable, staff, community, consultant and elected official time was dedicated to the adopted policies in the Plan. Literally, dozens of policies identified in the Downtown Master Plan and the New River Master Plan for this area are violated. See Design Guideline comments below.

POLICY 1.19.3 Coordinate neighborhood area plans to ensure consistency with the City's adopted Comprehensive Plan."

Analysis-the New River Master Plan supports and is well coordinated with the City's Comprehensive Plan, Downtown Master Plan and Unified Land Development regulations. Many of the concepts in the New River Master Plan are confirmed and supported in these documents. These include regulations and policies such as Transition from more intense development to lower, staggering of tower heights, neighborhood compatibility, preservation of New River vistas, appropriate locations for parking garage access and egress and architectural treatment of tall building faces, both occupied towers and parking garages.

2. PARKING ACCESS/TRAFFIC FLOW

"POLICY 1.1.4: Through the development review process, ensure safe and convenient on-site vehicular movement, off street parking, pedestrian safety measure and adequate access for service and emergency vehicles are provided. Such improvements shall not impede flow on adjacent rights-of-way."

Analysis-the Marina Lofts project creates traffic and pedestrian conflict as describe previously. The current design of parking garage access and egress will impede traffic flow on S.W. 4th Avenue as described above. The City's Traffic Engineering staff has identified specific concern about impact on S.W. 4th and 5th Avenues from both the "south to north" access through a narrow one lane residential street with disconnected sidewalks to the "north to south" merge conflict with the blind curve off of the 7th Avenue (Marshall) Bridge. This area is also a very narrow residential street with on street parking that frequently narrows the street to one lane. Increasing traffic generated by the proposed Western Parking Garage is avoidable and is

inconsistent with adopted New River Master Plan policy for parking garage access/egress. Further, the recently modified site plan directs the heavy truck traffic for the Western and Central garages to S.W. 4th Avenue. This creates additional traffic/pedestrian conflicts and introduces additional crashes with the low Marshall Bridge for all traffic trying to use this shortcut to access S.W. 7th Avenue going south.

OBJECTIVE 1.5: When reviewing development proposals, provide for minimal negative impacts associated with access point location, and provide for safe and efficient on-site traffic circulation and parking.”

Analysis-see previous analysis. The Marina Lofts project creates traffic and pedestrian conflicts that can be avoided and would then meet the New River Master Plan policy for parking garage access/egress.

POLICY 1.5.3: Ensure that development will take into consideration the character and integrity of residential neighborhoods, the Development Review Process shall address pedestrian and bicycle access and facilities, traffic improvements or modifications either on-site or within public rights-of-way, including, but not limited to, sidewalks, pedestrian ways, bicycle parking, roadway adjustment, traffic control devices or mechanisms and access restrictions to control on-site traffic flow or divert traffic as needed to mitigate the negative impacts of development generated traffic on neighborhood streets as warranted, feasible and consistent with the Plan.”

Analysis-see previous analysis. The Marina Lofts project is inconsistent with this policy.

3. REQUIRED PARKING

“POLICY 1.1.4: Through the development review process, ensure safe and convenient on-site vehicular movement, off street parking, pedestrian safety measures and adequate access for service and emergency vehicles are provided. Such improvement shall not impede flow on adjacent rights-of-way.”

Analysis-the Marina Lofts provide is 641 parking spaces short of the minimum required parking for the project as identified in the City’s adopted Unified Land Development Code. A more specific analysis of the parking deficiency is provided in the Parking Reduction section of this report as follows. It should also be noted that the ULDR required 1911 parking spaces is generated by the developers decision to propose the amount of development requested. Clearly, given the scale and height of three contiguous parking garages (7,8 and 10 floors) it would be expected that required parking standards would be met. The fact that a 641 space variance/relief is being requested, in conjunction with the need to violate design policies to accommodate the three garages, is an indication that the site is overdeveloped.

“OBJECTIVE 1.5: When reviewing development proposals, provide for minimal negative impacts associated with access point location, and provide for safe and efficient on-site traffic circulation and parking.”

Analysis-as described above, the Marina Lofts project will create traffic and pedestrian conflict and is incompatible with the neighborhood and with the adopted New River Master plan and the Uniform Land Development regulations.

4.DESIGN GUIDELINES

"OBJECTIVE 1.14: USE OF DESIGN GUIDELINES FOR DOWNTOWN REGIONAL ACTIVITY CENTER (DOWNTOWN-RAC)

Continue to utilize design guidelines and land development standards unique and specific to the Downtown Regional Activity Center (Downtown-RAC) area to promote quality development of a desirable nature in the City's Downtown."

Analysis-The Marina Loft project is inconsistent with numerous design guideline policies adopted by the City Commission. The New River Master Plan provides a clear, predictable and desirable framework for development. The Design Guideline analysis below provides significant detail on the numerous policy violations presented by the project.

"POLICY 1.14.4: Preserve the open character and vistas along the New River by moderating building heights on the riverfront and by coordinating public improvements with private development."

Analysis-the Marina Lofts project blatantly violates the design guideline policies regarding preserving vista along the New River. Specifically, the developer has elected to place the widest side of three towers toward the New River. This is the exact opposite of the adopted policy.

POLICY 1.19.6: The scale and mass of new development should be consistent with existing neighborhoods."

Analysis-the Marina Lofts project is out of scale with the existing neighborhood. The mass, height and orientation of the three towers and the three large parking garages are a by-product of overdevelopment of the site.

POLICY 1.22.3: Amend the ULDRs to include design criteria consistent with the Downtown Fort Lauderdale Master Plan. Criteria related to size and massing should include the consideration of vicinity historical structures."

Analysis-the Marina Lofts project is inconsistent with this policy. Two historic considerations exist. First the historic Rain Tree is in the foot print of the Western Parking garage. Rather than work around this important community asset, as identified in the New River Master Plan, the developer is proposing the risky option of moving the largest tree of its kind in the United States. With six easily developable acres, the developer has innumerable options for profitable development without risking the tree or eliminating its historic location. The second is the low profile historic area immediately across the New River. The proposed towers will change the context for the historic district. As indicated in the staff report, the Historic Commission voted unanimously to oppose the project.

UNIFIED LAND DEVELOPMENT REGULATIONS (ULDR)

Section 47-13.2.1-Intent and Purpose of Each District (Downtown Regional Activity Center (RAC) Zoning Districts)

There are five zoning districts which make up the districts within the Downtown Regional Activity Center (RAC) land use designation. Each of these districts creates standards and characteristics which support the unique location and character of the land within the specific district. **The Marina Lofts project is located within one of these five districts, specifically the RAC-Transitional Mixed-Use (RAC-TMU) District.** Further, within this specific district there are three "sub-districts". This district **"is intended to provide three transition areas between the high intensity RAC-CC district and the lower intensity residential neighborhoods which abut the RAC."** Additionally, "this area includes the expansion area where the downtown's urban core was expanded so as to provide a transition area surrounding the central urban core in order to protect the adjacent areas. There are three (3) Transition Mixed Use areas identified along the perimeter of the higher intensity RAC districts." The Marina Lofts project is located in one of these three Transition Mixed Use Districts, specifically the "Southwest Mixed Use District."

C. the Southwest Mixed Use District (SMU) is located south of the RAC-AS district along the New River to S.W. 7th Street. Development in this area is intended "to preserve marine related uses, as well as promote mixed use development to **support the RAC-CC district while blending with the Tarpon River community**".

Analysis-Clearly a major focus of the RAC-TMU is "intended to provide three transition areas between the high intensity RAC-CC district and the lower intensity residential neighborhoods which abut the RAC." The downtown core area was specifically expanded **"so as to provide a transition area surrounding the central urban core in order to protect the adjacent areas."** The RAC-SMU district is one of the three transition districts. The zoning district contiguous to Marina Lofts is RAC-CC, which is a very intense district. Currently, there is a project under construction which will be a 26 story tower. Immediately to the west across S.W. 4th Avenue is the Esplanade on the New River condo. This tower is 16 stories tall. Based on the transition requirement, the Marina Loft towers must be somewhere between 16 stories and 26 stories in height. Because the project is proposed to have three towers of 28, 28 and 33 floors, the project is clearly not consistent with the transition requirement. The height and mass of the towers impact areas to the south and further west also. These areas are the lower density residential portions of the Tarpon River neighborhood. If the current project serves as a precedent for adjacent developable blocks, there will soon be a massive wall of towers "towering" over the single family neighborhood. The record of the Esplanade approval reflects this concern. It should also be noted that the height of the towers and larger number of units (960) drive the size and orientation of three large parking garages that are 7, 8 and 10 stories tall. The size and mass of these structures also impact the neighborhood.

Section 47.13.20.-Downtown RAC review process and special regulations

- A. Applicability. "The following regulations shall apply to those uses permitted within the Downtown RAC district, as shown on the list of Permitted and Conditional Uses, Sections 47.13.10 to 47-13.14."

Section 47.13.20.B.5 RAC fencing. "Within the RAC-TMU districts, chain-link fencing shall not be permitted along any pedestrian priority or image street. In all other areas of the RAC, any chain-link fencing shall be black or green vinyl coated."

Analysis-each of the 960 units is proposing a balcony which uses chain link fence material for security rather and transparent panels or vertical railing. The effect of this is to present the face of three large towers using a material that is either prohibited or discouraged by the Unified Land Development Regulations.

Section 47.13.20.C.1. "Off street parking regulations are as provided in Section 47.20-Parking and Loading requirement. For the RAC-SMU district the parking standards are as follows:

1. Efficiency Units 1.5 spaces per unit
2. One Bedroom Units 1.5 spaces per unit
3. Two Bedroom Units 2 spaces per unit
4. Three Bedroom Units 2.5 spaces per unit
5. Retail Use 1 space per 250 square feet
6. Restaurants under 4000 square feet 1 space per 100 square feet
7. Restaurants over 4000 square feet 1 space per 30 square feet of customer service area including outdoor dining plus 1 space per 250 square feet of gross floor area
8. Dry Dock Boat Storage .2 space per boat

*in the RAC-SMU district a 40% parking reduction is allowed for non-residential uses

Section 47.13.20.C.1.b. "....RAC-TMU district residential parking requirements are reduced from the general parking requirements as provided in Table, 3, Section 47.20, Parking and Loading Requirements."

Analysis-The requested reduction of 641 spaces (34%) is not supported by the Parking Reduction Study provided by the applicant. The Parking Standards reduction request is reviewed in detail as follows in the report. However, it is worth noting that no overflow garage or on street parking is available in this location. Should the allowable parking supply not meet the project need serious negative impacts will occur in the neighborhood and with the marketability of the project.

Section 47-25.3.A.3.e.iii.a).1. Neighborhood Compatibility. "In approving such development plan, consideration shall be given to the location, size, height, design, character and ground floor utilization of any structure or use, including appurtenances; access and circulation for vehicles and pedestrians, streets, open spaces, relationship to adjacent property, proximity to New River and other factors

conductive to development and preservation of a high quality downtown regional activity center district.”

Analysis-the Marina Lofts project is inconsistent with policies regarding the following:

- a. Building Orientation-incorrectly places the wide side of towers to the New River
- b. Height-is over height based on Design guidelines
- c. Access and Circulation-creates traffic and pedestrian conflicts due to parking garage configuration. Also, all heavy trucks from the Western and Central garages are directed to S.W. 4th Avenue. Adopted policy directs access/egress to available alleys, which exist in this project site. The developer elected to place on small residential street.
- d. Relationship to adjacent property-as discussed above, the project does not provide for the required transition from the more intense development to the east to less intense development to the west. In fact, the opposite occurs. Marina Lofts towers are higher than the adjacent, more intense, zoning district development.
- e. Open spaces-rather than preserve the historic Raintree and site, the developer proposes building the Western Parking garage on the site of the tree. The proposed relocation of a tree of this size and age is risky. At a minimum, this action disregards the historic site and activities associated with the Raintree.

Section 47.20.1.A.3. Parking and Loading Requirements: “ To insure that development and redevelopment in the city includes safe, efficient and effective parking areas for the protection of existing neighborhoods and, where appropriate, to require mitigation of potential adverse impacts on adjacent uses.”

Analysis-as identified above, the Western Parking garage access/egress violates clear city policy that directs access from the alley if available. There is an alley available on this site. The developer has created the traffic and pedestrian conflict to maximize the development of the property. As noted previously, all heavy truck traffic is directed to S.W. 4th Avenue creating additional traffic and pedestrian conflict and introducing problems with the low height under the Marshall Bridge.

PARKING STANDARD REDUCTION

Section 47-20.3-(Parking) Reductions and

exemptions.

The Unified Land Development Code requires the following parking spaces for the Marina Lofts development:

- a. 240 Efficiency Units at 1.5 spaces/unit= 360 spaces
- b. 384 1 Bedroom Units at 1.5 spaces/unit= 576 spaces
- c. 240 2 Bedroom Units at 2 spaces/unit= 480 spaces
- d. 96 3 Bedroom Units at 2.5 spaces/unit= 240 spaces
- e. 6 Live/Work Units at 2.5 spaces/unit=15 spaces
- f. 18,016 sq. ft. of retail at 1 space/250 sq. ft. X .4= 44 spaces

- g. 6,759 sq. ft. of restaurant space under 4,000 sq. ft. (2 restaurants of 3,717 sq. ft. and 3,078 sq. ft. respectively) at 1 space/100 sq. ft. X .4= 40 spaces
- h. 5,121 sq. ft. of restaurant space over 4,000 sq. ft. at 1 space/30 sq. ft. of customer service area including outdoor dining plus 1 space per 250 sq. ft. of gross floor area X .4 (assuming 80% of area for customer service and no outdoor dining)= 125 spaces
- i. 196 Boat Storage spaces at .2 spaces/boat X.4= 31 spaces

TOTAL ULDR REQUIRED SPACES FOR MARINA LOFTS= 1911

The size and number of units in conjunction with requested retail, restaurant and marina business for Marina Lofts generates 1911 required parking spaces. It should be noted that this requirement already provides a 40% reduction for all nonresidential uses. The developer is requesting a reduction of 641 spaces, or a 34% reduction. The market value of the construction cost for this reduction at a \$15,000 cost per parking space is \$9,615,00. Also, to physically accommodate the parking shortfall of 641 spaces, 8 additional floors of parking garage would need to be added. It should be noted that there is no on-street parking on the streets adjacent to the proposed three towers and three parking garages. There is also no shared parking garage option available in this area. In order to provide a rationale for this unusually large parking standard reduction, the developer provided the City with a Parking Reduction Study as required by the Unified Land Development Regulations.

The Unified Land Development Regulations define the requirements for a parking reduction study. Among the requirements are:

1. A methodology for the parking reduction study approved by the city engineer.
2. A report by the city engineer/city director of parking services regarding the parking reduction application.
3. The application may be forwarded for review by an independent licensed professional engineer contracted by the city to determine whether the parking study supports the basis for the parking reduction request.
4. In addition to the criteria provided above, that the alternative parking arrangement proposed will be adequate to meet the needs of the use the parking will serve and that reducing the required parking will be compatible with and not adversely impact the character and integrity of surrounding properties.

The developer engaged Traf Tech Engineering, Inc. to conduct this study. The study concludes that a significant, 34% parking reduction for the project is appropriate. However the findings of the study do not support the parking reduction request. Standards and approaches of parking reduction techniques are applied without attention to the context/definition of key factors. Also, several of the factors applied are extremely shallow premises that do not lend themselves to the Marina Lofts or Fort Lauderdale condition. Finally, accurate parking standards were not applied. This favored the developer. These are identified as follows:

1. Parking Standards-the study references the city's Unified Land Development Code and correctly identifies the parking requirements/standards for the uses in the project; i.e.

residential, retail, restaurant and marina. The study correctly identifies that a 40% reduction has been applied to the restaurant, retail and marina uses. This reduction alone totals 90 parking spaces that are deducted from the normal citywide standards (this assumes that the calculations for parking demand are correct which in fact are miscalculated; explanation follows). However, in addition to this reduction, the study references standards from the International Transportation Engineers (ITE) Parking Generation 4th Edition and concludes that the "real" high rise parking standard is lower than the city's standards. Without reference to the number of bedrooms in a project or ownership characteristics, the ITE range for high rise development nationally is suggested to be between 1.15 to 1.52 spaces per unit. The ITE 1.52 standard is considerably lower than the ULDR standard. The developer elected to use 1.52 spaces per unit which reduced the required parking by 198 spaces. The city has a long standing effort, which has been mandated by state law for many decades, of defining appropriate community standards for mitigation of development impacts, including onsite parking. Clearly, the city has not concluded that the ITE standard is the correct standard for the RAC-TMU district or for any other residential district in the city outside of other RAC districts. The study does not make reference to the specific residential use. For example, it is widely recognized that condominium development, including high rise, in south Florida has characteristics that mirror the seasonal and second home nature of investment in this area. However, the Marina Lofts project is a rental project. A normal standard for occupancy would be 90%. Also it is clear that the project is being marketed to a young demographic and is more likely to function like a college rental project, which would include significant visitor trips and parking needs. Therefore, the reference to the ITE standards should be discarded as the city has made clear regulatory decisions regarding the appropriate standards for parking calculations. Also, as has been noted previously, the RAC-SMU district is a "transition" district from the more intense RAC-City Center district, that is intended to create a less intensive development pattern as it blends into the Tarpon River neighborhood. The ITE standard does not make this distinction. Therefore, the required number of parking spaces for the project, including the allowed 40% reduction for retail, restaurant and marina uses is 1911 as required by the Unified Land Development Regulations and not the ITE Manual.

2. Shared Parking-As indicated in the developers study, shared parking principles were applied "to the proposed mixed use project". Also, the study indicates "shared parking is defined as parking spaces that are shared between different land uses, especially if the land use has parking peaks at different times of the day." Based on this shared parking approach the required parking was reduced by another 53 parking spaces. However, clearly the parking peak period in this project is not different for different uses. In fact, the peak parking demand for the residential units will be in the evening hours after 6pm which will also be the peak for the restaurant activity and the retail space. **Rather than reduce the parking requirements for the peak hour, special attention should be given to insure that full parking standards are met.** This would be especially true if even one standard size full service restaurant suddenly became a popular location.

3. Young Generation Reduction-The study proposes a further reduction of 20%, or 320 parking spaces, due to the assumption that project will be marketed to younger age residents, that these residents will not have a car, that these residents will bike to work and that these residents will patronize the WAVE mass transit system, which currently does not exist. The parking reduction study also provides to baseline of rental population age. For example, does the study assume that all 960 residents will be young people without a car? Rather it is likely that there will be residents in their 30's, 40's and older. The rationale for this reduction is proposed in three one page attachments to the study. The first is a single page out of what appears to be a broader document that indicates young people are driving less, walking and biking more and own less vehicles. The survey data cited in the study is not included. The second attachment is a single page out of what appears to be a broader study indicating that young people walk more and use more transit. The final attachment is a one page graph that says young people like to walk more rather than drive. None of these three one page documents can be considered serious engineering or science related to the need for less parking. In contrast the Urban Land Institute recently released a national research study by an independent professional firm entitled America in 2013 A ULI Survey of Views of Housing, Transportation and Community. This study was an analysis of a national survey of 1,202 adults. The survey included all living generations, race and size of community. The study found that among all surveyed that only 6 per cent use public transportation daily, only 2 percent bicycle daily and in regard to dependence on a car the highest generation was Gen X with 89% dependence on a car for daily transportation. Because this was a national survey there was no sensitivity to the South Florida environment. Clearly, walking, biking and use of mass transit are a very uncomfortable and undesirable alternative for Marina Loft residents most of the year. In the hot, rainy months between May and October a person outside for even short periods of time are uncomfortable. The WAVE system, which does not currently exist, will serve very few residents for their daily commute, food purchase needs or general recreation and retail desires. Simply put, the notion that 20% of the required parking will not be necessary due to mass transit and generational desires is false. Especially in South Florida.
4. Miscalculation of Required Restaurant Spaces-the Traf Tech Engineering study applied the "small", under 4,000 square feet, restaurant space parking standard to the total restaurant space. The total restaurant space is 11,916 square feet. However, the Developer is proposing one restaurant that is over 4,000 square feet. The standard for this space is significantly different from the small restaurant space standard. When the correct standard is applied, the large restaurant space requirement is 125 spaces. This is 85 spaces more than is reflected in the study. At \$15,000 per space this is a \$1,275,00 error in the Developer's favor, not to mention the loss of required spaces. The Traf Tech Study incorrectly states "individual restaurants will be less than 4,000 square feet". The Developer Narrative provided by the applicants attorney and the site plan maps supplied by the Developer's architect both indicate one restaurant over 4,000 square feet, but make no mention that the parking requirement has "been shorted".

5. 386 Valet Spaces-The Eastern Garage totals 472 spaces of which 386 are valet spaces. In fact, literally two thirds of the spaces on each floor is valet spaces represented by "tandem spaces" Since this is the last Phase of the project no other Phase or garage has valet parking. Nothing in the developer's proposal explains how or why the last Phase will work with 82 % of the parking using tandem spaces. Based on this proposal and assuming that the non valet spaces will be assigned to studio or one bedroom use, only 86 units out of 484 units would be able to park on their own. Again, this is a way of "masking" the real world need for parking spaces in the Eastern Garage. The garage is simply too narrow and tall to accommodate the number of required spaces. This problem is driven entirely by the developer's request for too many units.
6. The Hidden Parking Agenda-there are two very good reasons that the developer is seeking to significantly reduce parking spaces. First is cost. A structured parking space in the South Florida market is approximately \$15,000 per space. The Marina Loft request for the parking reduction will save the developer \$8,115,000. The second is mass and design and marketability. The size of the three parking garages is already 7, 8 and 10 stories respectively. These are massive garages that are difficult to design into the urban fabric and additional levels of parking only make that more difficult. Finally, adding floors to already large garages makes marketing units difficult. No one wants to drive up ten or more levels and down ten or more levels each time a trip is required nor wait and pay for valet service.
7. Neighborhood Impact and Compatibility-The proposed mass, plain high walls and points of access will negatively impact the neighborhood. Three full block faces will be fully developed with walls of parking garage. These walls will create shadowed, dark and unfriendly spaces that could be avoided with simple design techniques such as wrapping the parking garages with townhomes or "street homes", if not simply reducing the project size to a more manageable, but profitable level.

DOWNTOWN MASTER PLAN AND NEW RIVER MASTER PLAN

The Downtown Master Plan and the New River Master Plan both provide design guidelines and development direction in order to create neighborhood compatibility and to respond to policy decisions adopted by the City Commission that reflect the desires of the community regarding the character of development in the areas covered by these documents. Both of these documents are referenced in the staff report. The Marina Loft project is not consistent with the following key considerations identified in these two documents:

Building Orientation-The narrow side of proposed buildings are to be oriented toward the New River to avoid the "walling off" effect along the river. The proposed development does just the opposite by presenting the "wide" side of each of three major towers on an east/west axis. The placement of these three towers creates two 28 story and one 33 story towers that block the water edge. The linear run of these buildings along the river from the east corner of the east tower to the west corner of the west tower is 548 total feet. The total width of the three towers within this space is 483 feet. The staff report

excuses this orientation by suggesting that "east/west views would be blocked" by placing the building orientation in the manner recommended by the design guideline plans. It should be noted that the proposed orientation does NOT preserve an east/west view, as the width presented by the three towers in this direction is 188 feet. However, the three massive parking garages plus the three towers totally block any view for 590 linear feet of the project, unless ones view starts at 100 feet above grade. In other words a 100 foot tall parking garage is the equivalent of a ten story building in addition to the side views of two 28 story buildings and one 33 story building. The project literally "walls off" all four sides of the property.

Height-The Downtown Master Plan calls for a preferred height of no more than 30 stories. However, the Comprehensive Plan and Uniform Land Development Regulations require that development in the RAC-TMU(SMU) district provide a transition that is sensitive to existing development to the northern low rise historic district, the low rise Tarpon River neighborhood area to the south and west and the most intense RAC-CC district to the east. Adjacent to the project to the east is the 26 story New River Yacht Club residential tower and to the west immediately across S.W. 4th Avenue is the 16 story Esplanade residential tower. Clearly to achieve a transition and compatibility the Marina Lofts towers height must fall somewhere in between. Therefore, the Marina Loft towers must be less than 26 stories in height and because there are multiple towers the other two towers should transition to lower heights to be consistent with the recommended standards.

Massing and Form-As noted in the staff report the eastern tower exceeds the recommended 12,500 square foot floor plate by 4,000 square feet. The three towers and the three parking garages are all flat faced, flat roofed and absorbed extremely large footprints for construction. The design standards call for "expressive tops for riverfront towers above 25 stories; for riverfront towers with multiple towers encourage variation in height with the small towers toward the riverfront; and the stepback of building walls above four to seven stories based on character area recommendations."

Relationship of a new building to its neighbors, streets and public spaces. All three buildings are much larger than buildings on all sides, including the New River Yacht Club and the Esplanade. The New River Yacht Club is 26 stories high to the east and the Esplanade is 16 stories to the west. North, across the river, the historic district is a low rise, one and two story area and the area to the south is one and two story residential structures. The "transition" that is required by Comprehensive Plan, Unified Land Development Regulations, the Downtown Master Plan and the New River Master Plan does not exist. By definition the Marina Loft towers cannot be higher than the surrounding building heights and meet the transition requirement. The New River Master Plan also calls for parking and service access to be "via alleys" where ever possible." The Marina Lofts towers and garages do not meet this direction. Rather the garages are accessed from residential street frontages. There is ample site design room to create access for the garages that meet the design guidelines.

Tower separation shall be 60 feet. Staff recommendation indicates the proposed "fissure" excuses this requirement; also since the two towers are connected to create the fissure how can this be considered two towers for Phasing purposes. So either the tower separation standard of 60 feet is violated, or because the towers are physically connected, must be considered one structure. If considered one

structure there should be no phasing of this structure. If one half of this structure was built without the other half, the “iconic” nature of the architecture would be eliminated and the community would be stuck with a half-finished product that may be difficult to market to another builder. This situation would negatively impact the site and surrounding property values.

Pedestrian conflict. The developer is proposing to “wrap” a 33 story residential tower around an active boat storage, wet launching and boat repair facility. The launching and pick up of boats from the marina basin occurs by using a heavy fork lift to rise and lower the boats from the basin. In order to access the storage area the fork lift will traverse the expanded River Walk connection. How can it possibly be good operational practice to direct pedestrians through an area that launches large and heavy boats with a forklift? Will seniors, small children and pets supposed to make crossing this pedestrian conflict area safely? What liability will the city have assuming an easement is granted to the city for the River Walk footprint?

Appropriate mixed use. Wrapping a 300 space high and dry boat storage and repair business with a 33 story residential tower and a 100 foot tall parking garage is really beyond reason. Every boat launched has to have a “flush out” under power when returned. Small engine repair occurs on site. Three hundred high volume fuel tanks make the fire hazard for the residential beyond sensible.

Design Guideline Criteria Violated: Section 47.13.20 of the ULDR states: “The development shall also be reviewed to determine if the development is consistent with the design guidelines or has proposed alternative designs which meet the intent of the design guidelines provided in the Consolidated Downtown Master Plan. In the event compliance with the ULDR would not permit consistency with the design guidelines, the design guidelines shall govern.”

The definition of INTENT is appropriate here because significant liberty has been applied to this term to rationalize the significant misapplication of the design guideline standards to the Marina Lofts project. The definition of INTENT is “to achieve an aim or purpose” while intention “is a plan of action or design.” In other words the design guidelines such as “orienting the narrow side of the building toward the New River” is a clear plan of action. To suggest that the wide side should face the New River because that would provide a better view from the perpendicular side clearly does not meet the intent. In fact it is the opposite of the intent. And when there is no physical development hardship, misapplying the term “intent” is even more unnerving.

The following are design guidelines that have been violated by the Marina Lofts proposal:

1. Maximize on-street parking rather than blocking streets.
 - a. Analysis-long “runs” of high, flat parking garage wall line the west, south and east edges of the project contiguous to street rights-of-way. Only three on street spaces have been provided. This is due to overbuilding of the site.
2. Framing the street: encourage open space site requirements for use as pedestrian public space instead of unusable, leftover green perimeter.

- a. Analysis-the west, south and east edges of the project provide no public space other than leftover green perimeter that provides planting strips for parking garage wall landscape.
3. Framing the street: minimum and maximum "streetwall heights" standards are not provided.
 - a. Analysis-rather than "stepback" the sheer, high garage walls on three sides of the project the developer suggests that the height change from the 28, 28 and 33 story towers to the 7, 8 and 10 story parking garage roofs meet this requirement. Clearly this is not the intent of the design guideline.
4. Framing the street: encourage maximum building streetwall length of 300 feet.
 - a. Analysis-The Eastern streetwall including parking garage and tower is over 400 feet
5. Where towers are located on street less than or equal to 60 feet stepback from the "shoulder" are encouraged to reduce the impact on the street.
 - a. Analysis-No stepbacks are provided on any structure.
6. Parking garages: encourage access from secondary street and alleys.
 - a. Analysis-the Western Garage access is provided from S.W. 4th Avenue and will create traffic and pedestrian conflicts and negative impacts. The access, south to north, from S.W. 4th Avenue requires an abrupt transition to a narrow residential one-way street with limited sidewalks. The proposed garage access and egress locations can be easily avoided by providing access along the north/south alley between the Central and Western Garages. All large truck traffic from both the Western and Central garage is directed to S.W. 4th Avenue which increases traffic and pedestrian conflicts and introduces crashes with the low height Marshall Bridge.
7. Vertical open space between multiple towers on a single development site: no less than 60 feet apart.
 - a. Analysis-the developer asserts there are three towers. The Central Tower and the Western Tower are joined at the roof line. Assuming the architectural impact of the "crack" between the two towers is approved, these towers must be constructed as a single phase to avoid a negative market condition and property value reduction on adjacent properties if the towers are not completed. In other words, leaving one half of the proposal undone would have a harmful impact.
8. Encourage expressive tops for tall building above 25 stories.
 - a. Analysis-the Eastern Tower, which is 33 stories, is a simple flat roof. In fact, all six structures (three towers and three parking garages) have flat tops with no design character.
9. For lots with multiple towers, encourage variation in tower height, with the smaller tower placed closer to the river.
 - a. Analysis-the Central and Western towers are the same height
10. Encourage riverfront towers to orient the narrowest dimension parallel to the river's edge.
 - a. Analysis-the "widest" side of all three towers is oriented toward the river.
11. Encourage loading, building service, and parking access via alleys, whenever possible.

- a. Analysis-access and egress for the Western Garage is on S.W. 4th Avenue. However, the east side of this garage shares an alley with the Central Garage. Access can be easily provided from this alley.
12. Parking garage and service access entrances are encourage to occur in the following locations, from most to least desirable:1)alleys or service roads; 2)streets without a strong pedestrian oriented focus.
 - a. Analysis-the Western Garage provides access and egress on S.W. 4th Avenue. This is a heavily utilized pedestrian and pet walking area. This garage shares an alley with the Central Garage and access can easily be provided off this alley.
13. Durability and Quality of Materials: Encourage high quality material for the entire building, with special emphasis on detailing and durability for the first two floors.
 - a. Analysis-the project is proposed to be "raw loft" exposed concrete mixed with steel and glass. There is no special treatment for the first two floors of any structure. Although the ULDR prohibits and/or strongly discourages the use of chain link fence material, each exposed balcony in all three towers is secured by a chain link fence treatment of stainless steel chain link. The mass and height of the project will deliver a monotonous, uninteresting wall treatment.
14. Creative Façade Composition: Encourage a rich layering of architectural elements throughout the building, with special attention to facades below the shoulder level.
 - a. Analysis-as stated previously, the architectural elements are limited to raw concrete, chain link fence for balconies and glass.
15. New riverfront development within Character Areas 1,2,4 and 5 should devote 10 per cent of their total building square footage, or a minimum of 15,000 square feet (whichever is greater) to retail, restaurants, and entertainment uses at the ground level along the Riverwalk.
 - a. Analysis-the developer is providing a total of 18,757 square feet, while 99,348 square feet is required by the standard.
16. New riverfront developments are encourage to include at least two restaurants included in the required amount of commercial space. One restaurant should be between 4,500 to 5,500 square feet and the other between 6,000 to 8,500 square feet. The depth of the restaurant space should be at least 100 to 125 feet while the other retail space can have a depth of between 0 to 70 feet. The New River commercial frontage space should occupy the entire width of the building frontage along the Riverwalk.
 - a. Analysis-the restaurant space standard over 6,000 feet is not met, the depth of space for restaurant is also not met.
17. Frame the street with appropriate streetwall heights: Shoulder: 3-7 floors. No max floor plate up to 9 floors.
 - a. Analysis-no stepbacks are provided on any structure. Maximum floor plates are provided well over 9 floors.
18. Encourage maximum building height of 30 floors.
 - a. Analysis-the Eastern Building is 33 floors.
19. Encourage slender towers to complement the skyline and provide more light and air to street and open spaces.

- a. Analysis-The widest wall of all three towers blocks the New River. The massive walls of three parking garages line the other three sides of the project along street rights-of-way and create a wall that prohibits light and air. This creates "dead zones" that are unappealing spaces for pedestrian use and neighborhood compatibility. The developer's own expert has indicated that "the development would impact the amount of space, air and sun exposure the Rain Tree would have as well as the public use and enjoyment of it. Stagnant air due to deduction in airflow could lead to potential fungal and bacterial growth jeopardizing the health and viability of the Rain Tree." In other words the project blocks out air and light.

CONCLUSION

The Marina Lofts project is too massive for the site. The number of units proposed, 960 units, drives the size of the three residential towers and the three parking garages. To accommodate these sizes the towers are oriented improperly along the New River and the parking garages are sheer, high walls at the property edge of street rights-of-way. These impacts do not provide for the transition or neighborhood compatibility required by the City's standards. The point of access for the Western Garage creates negative impacts on residential/pedestrian/pet areas and will increase traffic on a narrow one-way residential street. In order to fit all of the residential towers and three parking garages on the site, an extreme 34% parking variance has been requested. There is no overflow parking in this area. This will create parking overflow issues and marketing issues with the project. The Parking Reduction study is flawed and does not represent South Florida characteristics. Finally, the design, mass, height, building material and orientation of the three towers and three parking garages violate numerous design guidelines and create flat, high wall "dead zones". There is no hardship, nor rationale, that would excuse the proposed project design.

The Marina Lofts project is inconsistent with, and violates the City's Comprehensive Plan, Unified Land Development Regulations, Downtown Master Plan and New River Master Plan.

Prepared by Ralph Stone

Date: August 19, 2013



RESUME SUMMARY FOR RALPH E. STONE, JR

Mr. Stone holds a Master of Science in Urban and Regional Planning from Florida State University.

Mr. Stone has over 30 years of public and private sector experience in urban planning, urban design and site plan and entitlement approvals.

Mr. Stone has been the "administrative decision maker" for over 3500 site plan review and over 400 design review applications for large Florida cities.

Mr. Stone was awarded the Governor's Award for the Best Large City Comprehensive Plan in the State of Florida.

Mr. Stone has been a Planning Director, Executive Director of Downtown Development, Assistant City Manager for Economic and a City Manager.


Mr. Stone has private sector experience as the Florida Planning Manager for a national multi-discipline Engineering, Planning and Environmental Sciences firm.

Mr. Stone has received numerous national, state and local professional awards for Comprehensive Planning, Development Regulations, Community Redevelopment, Economic Development, Environmental Programs, Historic Preservation, Neighborhood Planning and Community Events and Marketing.

Mr. Stone has held leadership positions at the State and Local level in the American Planning Association and is a member of the Urban Land Institute and the International City Managers Association.

Mr. Stone has served on numerous national, state and local professional task forces and has been a speaker at the national, state and local level for the American Planning Association.

Mr. Stone is an expert witness and has been certified as an expert witness in both Federal and State courts in the areas of Comprehensive Planning and Development Regulation.



RALPH E. STONE, JR.
401 S.W. 4TH AVENUE
FORT LAUDERDALE, FLORIDA 33315
727-643-8000 (HOME)
954-357-5320 (WORK)

EDUCATION

M.S.P., Master of Science in Planning
Florida State University, Tallahassee, Florida
Specializations: Comprehensive Planning and Urban Design

B.A. English Education
University of Central Florida, Orlando, Florida

WORK HISTORY

2007-CURRENT

**DIRECTOR OF HOUSING FINANCE AND COMMUNITY DEVELOPMENT
BROWARD COUNTY, FLORIDA (FORT LAUDERDALE)**

Serves as Executive Director of the Broward Housing Finance Authority (HFA), which issues tax exempt, tax credit and mortgage credit certificate bonds in support of affordable housing. The HFA is an independent authority from the Board of County Commission (BCC). Administers the HFA operating portfolio of approximately \$10M, annual bond allocation of approximately \$75M and audits for compliance and collects and invests fees from the HFA bond projects which total 38 projects (9,561 units). Serves as Executive Director of the Broward Housing Council. This is a four year old organization created by County Charter referendum. The Council is a 17 member agency, independent from the BCC, and is comprised of representatives of small and large City Managers, School Board, Real Estate, Mortgage Bankers, Non-profit, Housing Authority, Business and Academic communities. Serves as Director of the Community Development program for Broward County government administering the federal CDBG, HOME, Disaster Relief Initiative, ESG, CDBG-R, NSP-1, NSP-3 and HPRP grants. Also administers the State Housing Initiative Program (SHIP) grant. Annual grant totals approximately \$50M (including non entitlement grants). Entitlement grants total approximately \$15M annually. Administers staff of 40 employees relative to responsibilities listed above. Develops working relationships with the nonprofit community, for profit tax credit developers, cities (there are 31 cities in Broward County with 15 over 50,000 population) and elected officials to define, finance and implement affordable housing strategies. Countywide population for Broward County is approximately 1,700,000. County seat is Fort Lauderdale, Florida.

2004-2007

**CITY MANAGER
CITY OF TREASURE ISLAND, FLORIDA**

Responsible for the administration of this Gulf Coast community of approximately 8,000 permanent residents which swells by approximately 5,000 seasonal residents. The city is a full service community including the following departments: Police, Fire, Public Works, Parks and Recreation, Finance, Personnel, Building, Planning and Information Technology. General Fund budget of approximately \$9M and overall budget of approximately \$31M. Enterprise Funds include Storm Water Utility, Solid Waste and Water Pollution Control. Reports to five member City Commission which meets twice monthly. Inherited a community divided over redevelopment issues. Successfully organized and facilitated a "civic leaders group" made up of neighborhood, business and civic leaders to develop consensus on key community issues. Group provided leadership in regard to downtown redevelopment, Beach Trail expansion and transportation. Successfully negotiated Police and Fire union contracts in a challenging budget environment. Successfully provided two year budget transition to resolve the loss of \$1.8M Causeway Bridge Toll revenue. Federal grant of \$50M required to construct new bridge required elimination of toll. Successfully administered construction of bridge, which was largest capital project in city's history. Bridge constructed on schedule and on budget. Bridge design incorporated into overall urban design package of the city's public spaces and improvements. Initiated conversion of manual to automated solid waste pick up. Initiated development of new downtown redevelopment plan and Beach Trail improvement plan. Served as facilitator for Charter Review committee. Met monthly with Chamber of Commerce Executive Committee and neighborhood associations.

2001-2004

**ASSISTANT CITY MANAGER
CITY OF CLEARWATER, FLORIDA**

Responsible for the administration of the City's Economic and Community Development programs, including Community Redevelopment Agency, Downtown Development Board, Main Street Program, building Permits and Inspections, Code Compliance, Housing, Economic Development and Neighborhood Services Departments. Administers and implements the Downtown Redevelopment Plan and the Clearwater Beach Redevelopment Plan. Projects totaled more than \$100M in public sector investment and \$350M in private sector investment. Negotiated development agreements with private sector partners including high rise residential, 300 space public parking garage, 250 room/800 parking space convention hotel. Responsible for the administration of \$10M public Beach Walk project. Recognized for award winning Brownfields program. Recognized for award winning neighborhood and housing programs such as the N. Greenwood neighborhood program. One of two Assistant City Managers who work directly with and advise the City Manager. Teams with other Assistant City Manager regarding annual budget preparation. Serves as Acting City Manager in the absence of

the City Manager. Serves as liaison with the Regional Chamber of Commerce, the Beach Chamber of Commerce and the Neighborhood Coalition.

1998-2001

**DIRECTOR OF PLANNING, HOUSING AND NEIGHBORHOOD SERVICES
CITY OF CLEARWATER, FLORIDA**

Hired to restructure Central Permitting Department into professional Planning Department including Long Range Planning and Development Review programs. Hired to establish new Neighborhood Services program to recognize critical focus that neighborhoods represent in built out urban areas. Hired to improve program delivery, quality and professionalism of existing Housing grant programs. Led adoption and implementation of non- traditional Land Development Code including the consolidation of previous four review boards into a single Community Development Board. Major projects include update of the Comprehensive Plan, federal and state housing grant fund strategies and administration, Downtown Periphery Plan, adoption of Beach by Design redevelopment plan for Clearwater Beach, negotiation of three major development proposals for Clearwater Beach, administration of the city's Development Consultant contract and city representative at Chamber of Commerce, Beach Chamber, Board of Realtors and Neighborhood Coalition meetings.

1997-1998

**FLORIDA PLANNING MANAGER
HDR, INC.**

Retained by Bay County's Attorney's Office to provide expert witness services regarding litigation challenging the County's development regulations. Recognized as expert witness in county, state and federal courts. Selected by the City of Clearwater as lead consultant supervising two other consultants and city staff to prepare strategic redevelopment plan for Clearwater Beach. Project Manager for 700,000 square foot Development of Regional Impact shopping center in Walton County, Florida. Retained by City of Destin to prepare the Town Center redevelopment plan. Retained by private client to process transfer of development rights in downtown St. Petersburg. Development approval process for 26 story residential tower in downtown St. Petersburg. Other projects included land use analysis for 25,000 acre residential project, condemnation evaluations, scenic corridor design review board process and analysis of undergrounding overhead utilities.

1995-1997 (Director of Planning 1985-1997)

**DIRECTOR OF PLANNING, HOUSING AND DEVELOPMENT REVIEW SERVICES
CITY OF ST. PETERSBURG, FLORIDA**

Housing and Community Development Block Grant programs added to responsibilities in order to improve program performance and employee morale. Direct five division (60 employees) with an operating budget of \$2.5M. Five divisions include Development Review Services, Planning Programs, Housing Programs, Finance and Home Rehabilitation. Department personnel interact with over 130,000 customers annually including over one million phone contacts annually. Served on Mayor's Executive Team. Served on Mayor's Economic Development Team. Developed Strategic Plan for city.

Planning and Development Review Services-staffed six distinct advisory review boards. Developed and administer the city's Comprehensive Plan. Awarded "Best Large City Comprehensive Plan" in State of Florida (Governor's Award). Implemented Neighborhood Planning process. Supervised the urban forestry and environment enhancement programs.

Housing-Manage loan portfolio of two thousand loans totaling \$12M. Program strategies and implementation of federal CDBG and HOME grants and state SHIP grants totaling \$10M annually. Restructured Neighborhood Housing Services Board of Directors. Developed Neighborhood Housing Strategy; reduced boarded properties from 700 to 300 over two year period. Developed "Problem Properties Program" strategy. Implemented Police in Neighborhoods housing program.

1993-1995 (Director of Planning 1985-1997)

**DIRECTOR OF PLANNING AND CODE COMPLIANCE SERVICES
CITY OF ST. PETERSBURG, FLORIDA**

Code Compliance program added to responsibilities to restructure program focus, develop staff with professional attitudes and training, respond to large number of deteriorated neighborhoods and preserve citywide housing stock. Directed four divisions (80 employees) with an ongoing budget of \$3.5M Planning and Development Regulation responsibilities continued. Code compliance responsibilities included development and implementation of a citywide code compliance process that responded to over 20,000 violations annually. Led Mayor's appointed Citywide Code Compliance Task Force. Administered Code Enforcement Board and Municipal Ordinance Violations prosecutions in County Court. Implemented staff customer service training, professional certification, performance standards, uniforms and city vehicles for staff. Intensive conflict resolution skills applied.

1985-1997

**DIRECTOR OF PLANNING
CITY OF ST. PETERSBURG, FLORIDA**

Direct three divisions (30 employees) with an annual operation budget of \$1M. Major programs include development and administration of five separate redevelopment areas, negotiate development agreements, annexation of over 1000 acres of industrial use property,

development of regional impact for Tropicana Baseball dome, tax increment financing, ad valorem reimbursement incentive program. Responsibilities included Development Review Services, Planning Programs, Urban Design (all separate divisions), historic preservation, graphic staff, neighborhood design review, urban forestry program, environment enhancement/preservation program.

1980-1985

**POSITIONS IN ORDER OF PROMOTION WERE SENIOR PLANNER, DIVISION MANAGER OF ADVANCE PLANNING AND ASSISTANT PLANNING DIRECTOR
CITY OF ST. PETERSBURG, FLORIDA**

See duties above.

AWARDS (AUTHORED OR DIRECTED)

Changing Neighborhood Award	Presented by Clearwater Neighborhood Housing Services Non Profit for Programs Benefiting their Target Area
Roy Kenzel Award	Findings and Declarations of Necessity for Clearwater Redevelopment Plan Expansion-Florida Redevelopment Association
Promotion Award	Downtown Clearwater, Beach and Gulf to Bay Corridor Redevelopment Opportunities - International Economic Development Association
Media Award	Clearwater Main Street Dining-Florida Festivals and Events Association
Future of the Region Award	North Greenwood Neighborhood Transformation (McIntosh Award) - Tampa Bay Regional Planning Council
Award of Excellence	Implementation of One City One Future-Clearwater, Florida – Florida Chapter American Planning Association
Award of Excellence	Neighborhood Housing Strategy – Suncoast Section American Planning Association
Proclamation	Proclamation by the St. Petersburg Planning Commission presented to City Council for outstanding service by the Planning Department for work on the Comprehensive Plan Evaluation and Appraisal Report
Community Leadership Award	Annual Community Leadership Award Presented to the Planning, Housing and Development Review Services Department Mustard Seed Nonprofit Foundation
Award of Merit	Design Guidelines for Historic Preservation Florida Chapter American Planning Association
Award of Excellence	Business Retention Target Area Mural Art Project – Suncoast Section American Planning Association
Award of Merit	Guidelines for Historic Properties – Suncoast Section American Planning Association

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Award of Excellence	Round Lake Neighborhood Plan and Profile - Florida Chapter American Planning Association
Environmental Excellence	Mangrove Bay Habitat Restoration Program - Tampa Bay Association of Environmental Professionals
Meritorious Award	Environmental Enhancement Program – Future of the Regional Awards – Tampa Bay Regional Planning Council
Award of Excellence	Round Lake Neighborhood Plan – Suncoast Section American Planning Association
Urban Forestry Award	Tree Planting and Maintenance – National Tree City USA Awards
Award of Merit	Neighborhood Design Review Ordinance - Suncoast Section American Planning Association
Award of Excellence	Environmental Enhancement Program – Suncoast Section American Planning Association
Environmental Excellence	Environmental Enhancement Program – Pinellas Economic Development Council
Urban Forestry Award	Education and Public Relations – National Tree City USA Awards
Governor's Award	Best Large City Comprehensive Plan in State of Florida – Governor's Growth Management Awards
Award of Excellence	North Shore Neighborhood Plan – Suncoast Section American Planning Association
Commendation Resolution	Resolution of Commendation from the St. Petersburg City Council for the City's Comprehensive Plan
Special Recognition	State Planning Conference Marketing Package- Suncoast Section American Planning Association
Award of Merit	Core Area Parking Study – Suncoast Section American Planning Association

Award of Excellence	Bayboro Harbor Redevelopment Plan -- Florida Chapter American Planning Association
Award of Excellence	Bayboro Harbor Redevelopment Plan - Suncoast Section American Planning Association
Award of Excellence	Downtown Urban Design Plan and Intown Marketing Study -- Suncoast Section American Planning Association
Award of Merit	Historic Preservation Program -- Suncoast Section American Planning Association
Award of Merit	Land Use Update Summary Report and Issues Papers -- Florida Chapter American Planning Association
Award of Excellence	Energy Conserving Development Regulation for Site and Neighborhood Design -- Florida Chapter American Planning Association

PROFESSIONAL ACTIVITIES

International City Manager's Association - Corporate Member

International City Manager's Association

Urban Land Institute – Member

Florida Bar Association Continuing Legal Education Seminar Speaker Non-traditional Land Use Regulations

Florida Chapter American Planning Association Awards Committee

Speaker at National Conference, American Planning Association regarding Managing Change in the 1990's

Subject of article in national planning journal regarding managing change in the workplace and the neighborhood planning program

Requested to submit paper by the National American Planning Association office regarding neighborhood collaborative planning and modification of the national standard planning enabling legislation

Invited by the National American Planning Association Office to participate in a three-day "think tank" in Chicago sponsored by the Casey Foundation and APA regarding Neighborhood Planning. One of three planners invited nationally. Twenty-five participants including the editor of Governing Magazine, Director of Girl Scouts of America and Mayor of Minneapolis, etc.

Chairman, Nominating Committee, Suncoast Section American Planning Assoc.

Chairman, Suncoast Section American Planning Association

Chairman, State Conference, Florida Chapter American Planning Assoc.

Chairman, State Awards Committee, Florida Chapter American Planning Assoc.

Speaker at National Conference, American Planning Association

Founding member, Suncoast Section, American Planning Association