

WILTON MANORS, FLORIDA CITY HALL SITE ANALYSIS



**FINAL
AUGUST 2022**



prepared for the
City of Wilton Manors

City Commission (August 2022)

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Attachment 1: City Hall Master Site Plan Workshop Presentation

Attachment 2: WTL+a Financial Summary

Attachment 3: City Hall Master Site Plan Work in Progress Presentation

Abbreviations commonly found within this document:

Broward MPO - Broward Metropolitan Planning Organization

FDOT - Florida Department of Transportation

SFRTA - South Florida Regional Transportation Agency

TCRPC - Treasure Coast Regional Planning Council

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I. PROJECT OVERVIEW AND BACKGROUND

For generations, the City of Wilton Manors has benefited from the public space bound by Wilton Drive, NE 21st Court, and NE 20th Drive. A sizable piece of the property came into public ownership through a generous donation by one of the City's pioneers, Alvar Hagen. The property (referred to as the "City Hall site" in this report) has served as a civic center and a hub of governance, public safety, and home to the City's primary recreational facilities. As the City continues to redevelop, especially with focal efforts on Wilton Drive, the City Hall site remains a valuable and essential piece of the puzzle.

Over the past several years, the City has engaged in extensive public discussions regarding the possible redevelopment of this centerpiece property, including extended debate about what the highest and best use for the property could be. As the steward of the property, the City has designed a process to determine a public vision that balances Wilton Manors' small-town character, open space recreational activities, and public gathering space needs as well as other potential commercial uses of the site. Related to discussions of the City Hall site is the property's relationship to Wilton Drive, which functions as the City's central "main street" through the core of the urban village. The corridor functions both as an arts and entertainment district as well as a transit-oriented corridor. Accordingly, the evaluation also examines the potential for non-municipal uses that can complement the success of Wilton Drive. As noted by the City, many proposals have been offered for the property over time, and going forward, the City wants to shape any future proposals based on the City's collective vision for its best use.



Aerial view looking South along Wilton Drive depicting the existing conditions of the City Hall Site.



I. PROJECT OVERVIEW AND BACKGROUND



1943

Alvar Hagen buys 40 acres of land including the existing City Hall Property and builds a golf course



1953

Hagen donates the land that becomes Hagen Park and the Women's Club



1959

Original City Hall



1975

Wilton Manors buys property from Food Fair

As requested by the City of Wilton Manors, the Treasure Coast Regional Planning Council (TCRPC) led a public process in 2019 to analyze and evaluate potential redevelopment concepts for the property referred to as the “City Hall site,” which includes those properties generally bound by Wilton Drive, NE 21st Court, and NE 20th Drive. There were multiple objectives delineated by the City for the analysis:

- Assess existing site conditions, including current structures, uses, and parking
- Review relevant City regulatory documents, including the Comprehensive Plan and Land Development Regulations
- Facilitate public input through public workshops
- Develop and test two development scenarios with consideration of market demand and potential yield for various combinations of uses
- Provide recommendations to the City regarding potential development programs, uses, building heights and densities, benefits, and challenges

Following an assessment of site and market conditions, TCRPC facilitated a public input workshop in May 2019 to obtain public input regarding redevelopment opportunities and concepts for the City Hall site. Attracting approximately 80 residents, business and property owners, City staff, and elected officials, the workshop included a general overview of market conditions as well as specific conditions in the City of Wilton Manors, current uses on the City Hall site and the surrounding area, a summary of the City’s hotel feasibility study, and design considerations for potential redevelopment opportunities on-site. Based on public input received in the first workshop, two conceptual development scenarios were prepared, tested for market feasibility, and presented to the public in a second workshop in September 2019. Both scenarios maintain City Hall, the Hagen Park Community Center use, active recreational courts, the Women’s Center use, and public parking. The scenarios are summarized as follows:

I. PROJECT OVERVIEW AND BACKGROUND



2006

The City purchases
2128 Wilton Drive



2010

New City Hall
Grand Opening



2013

City acquired residential lots
501 NE 21st Drive
505 NE 21st Drive
507 NE 21st Drive



2019

Wilton Manors City Hall
Present Day

Credit: City of Wilton Manors

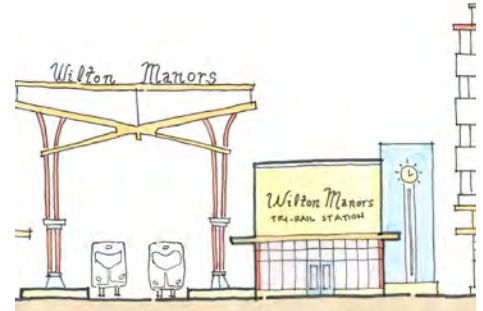
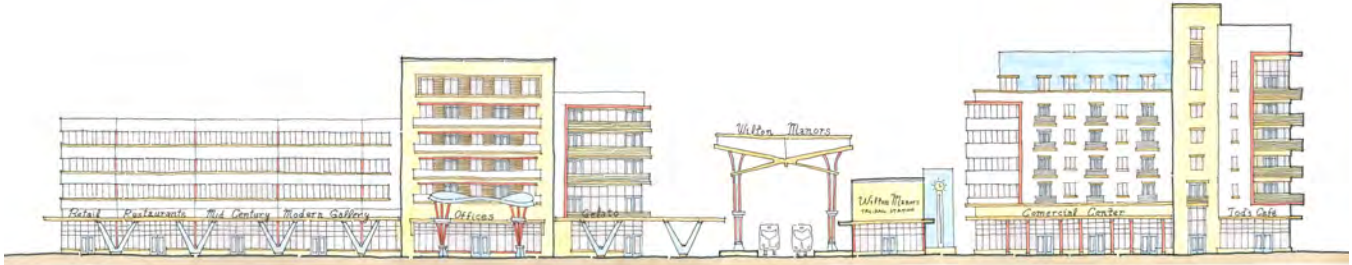
- Scenario 1 (Constrained Scenario) considers only those parcels that are currently in public ownership (approximately 6 acres). The development program, density, building heights, and parking requirements are constrained per the current City land development regulations. City Hall and the current recreational and civic uses are maintained, including the Hagen Park Community Center, outdoor athletic courts, and women's center). The Constrained Scenario includes a mixed-use development program consisting of a hotel (100 rooms), residential (208 units), retail/workplace (20,000 SF), and civic uses (e.g., amphitheater, park/playground, outdoor performance venues). A total of 558 parking spaces are provided of which 208 spaces are maintained as public parking.
- Scenario 2 (Expanded Scenario) considers all parcels within the City Hall property block (totaling approximately 8 acres) and anticipates the acquisition of three additional parcels that are currently in residential use (located immediately east of the Hagen Park Community Center). While the City's current parking regulations are met, the Expanded Scenario surpasses the City's current regulations regarding building heights and density. The development program includes a hotel (80 rooms), residential (497 units), retail/workplace (2,000 SF), a new Hagen Park Community Center, new civic uses (e.g., amphitheater, park/playground, outdoor performance venues), and relocated recreational courts. A total of 914 parking spaces are provided of which 308 spaces are maintained as public parking. This would add a net 100 additional public parking spaces on the City Hall site beyond the current 208 public spaces provided in the current condition.

The market feasibility analyses concluded either scenario could be reasonably anticipated to produce enough residual value to attract private development interest, noting the need to adjust public parking rates in either scenario to help offset the costs of structured parking if desired. Participants were supportive of the common design features of both alternatives, with strong interest in a potential amphitheater, park/playground, outdoor performance venues, and internal roadway network designed to accommodate special events.

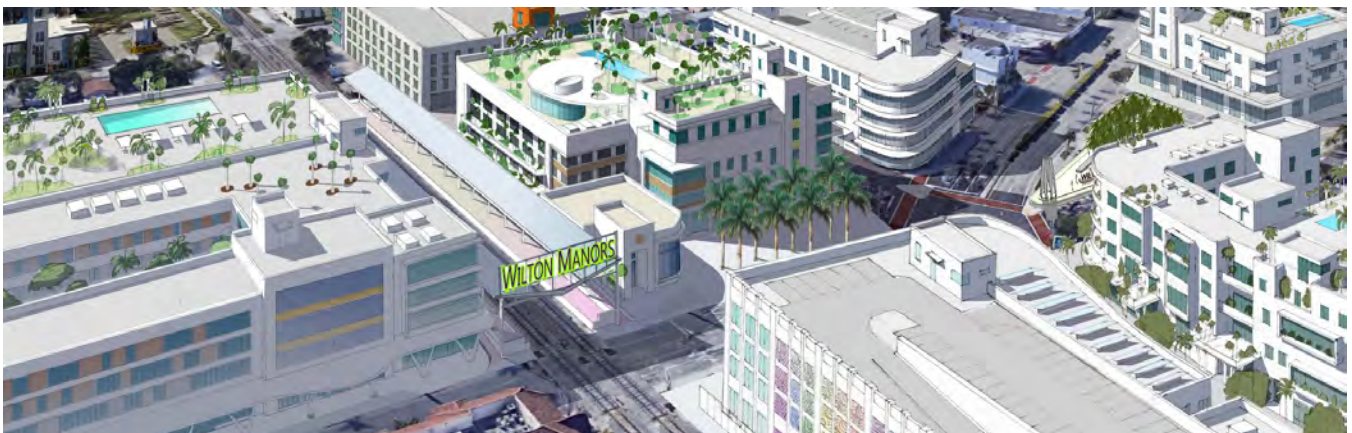
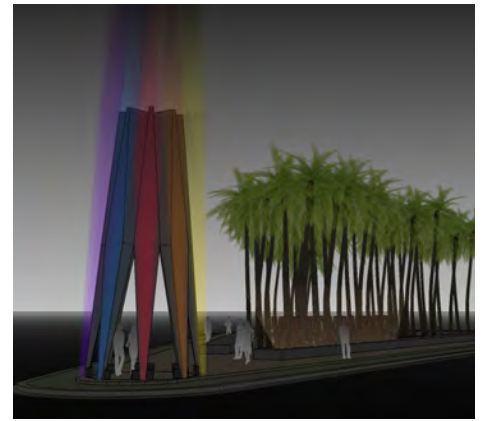
Project Objectives

- Review Demographic & Market Data Related to City of Wilton Manors
- Evaluate Current Uses on City Hall Site and Presence on Wilton Drive
- Discuss Conceptual Design Alternatives for City Hall Site
 - Types of Uses, Scale, Activities, and Open Spaces
 - Community Expectations
 - Consideration of Hotel, Residential, Retail, Workplace, and Civic Uses
 - Consideration of Parking Quantities, Use Patterns, and Management
- Test Various Scenarios to Evaluate Opportunities
 - Development Program, Phasing, Revenues, Strategies and Benefits/Challenges
 - Evaluate Potential Residual Value Yield from Various Conceptual Design Alternatives
- Help Inform How the City Hall Site Can Best Serve the City of Wilton Manors

I. PROJECT OVERVIEW AND BACKGROUND

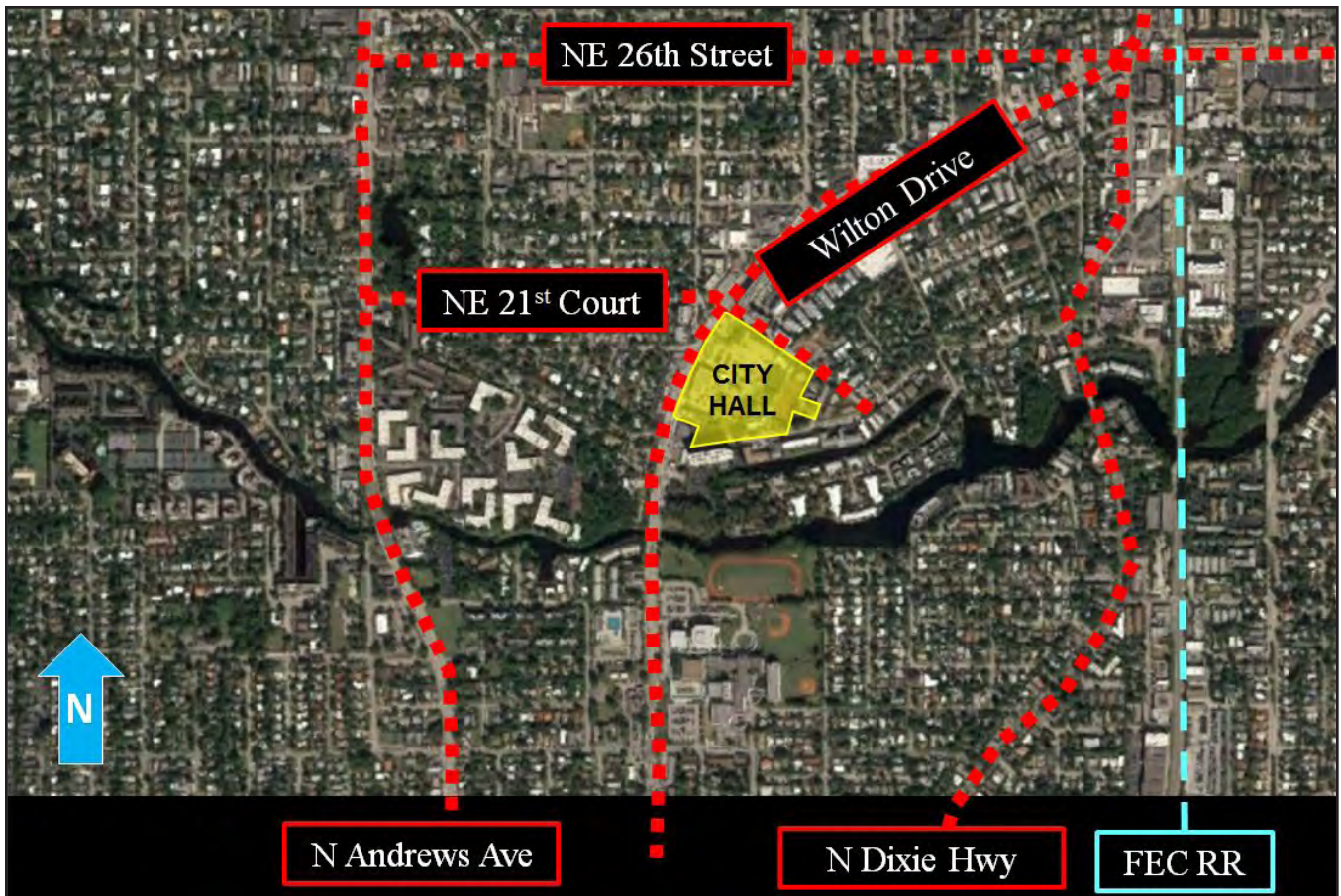


One Mile. Endless Possibilities.
WILTON DRIVE



Efforts like the Wilton Drive Improvement Project and City's station area master plan emphasize the value of well-designed streets, thoughtful patterns of development, the benefits of mixed-use, and the celebration of public spaces as locations for signature public art and beautification, all of which are foundational elements of the City Hall site evaluation.

II. STUDY AREA AND CONTEXT - EXISTING CONDITIONS



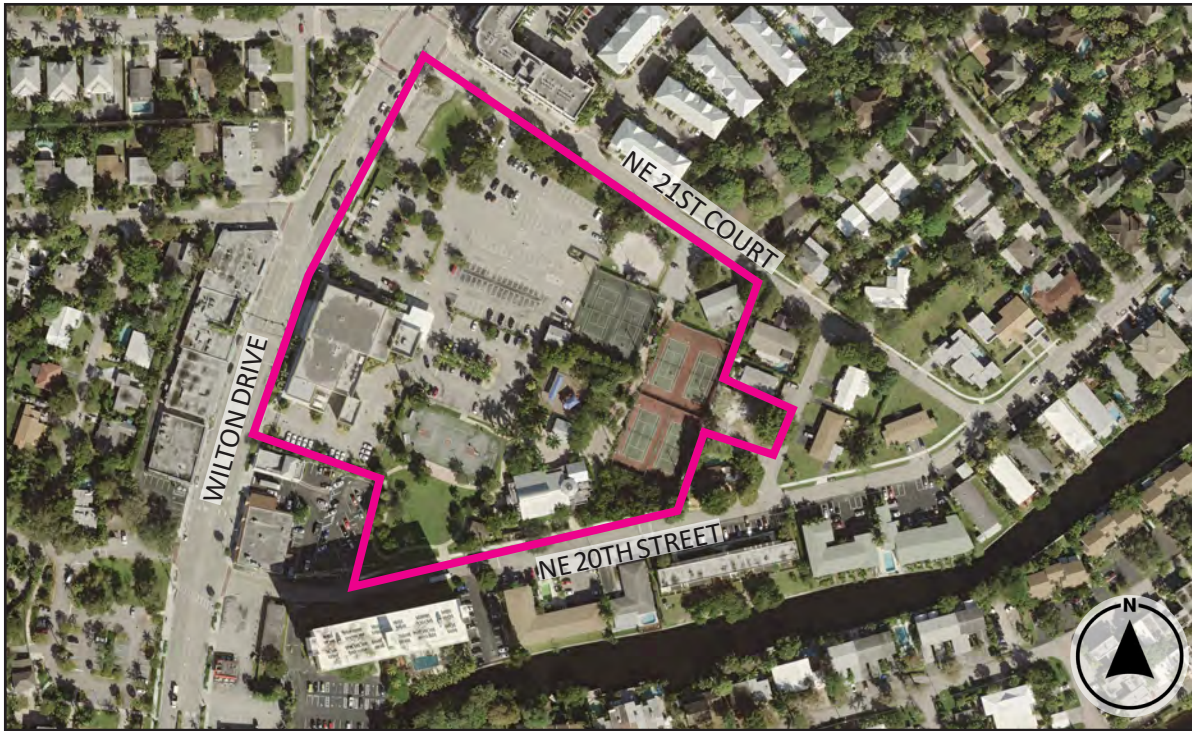
Location map of Wilton Manors City Hall site.



Photos above depict the existing conditions of Wilton Manors City Hall and Hagen Park.

Credit: City of Wilton Manors

II. STUDY AREA AND CONTEXT - EXISTING CONDITIONS



Aerial image of the existing conditions of the Wilton Manors City Hall site (current publicly-owned land outlined in red).



Photos above and to left depict existing conditions and uses on the City Hall site.

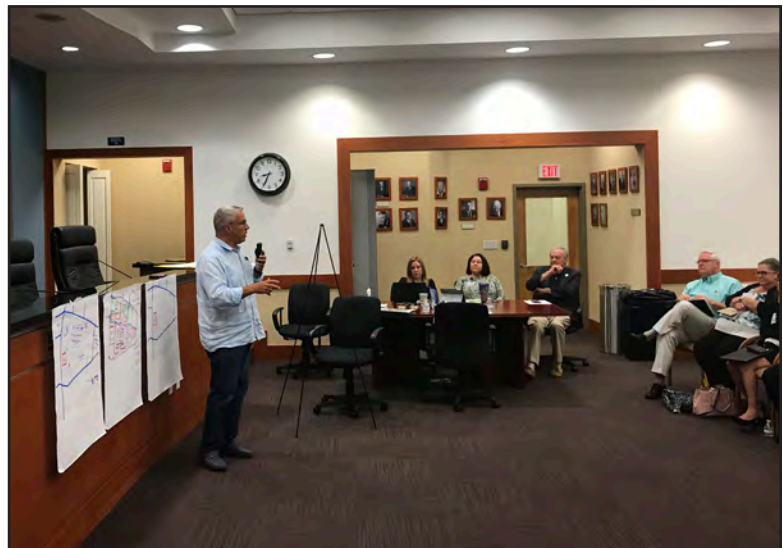
Credit: City of Wilton Manors

III. PUBLIC PROCESS

TCRPC staff worked with the City and the community to ensure adequate and meaningful public participation through the development of this plan.

On Tuesday, May 21st, 2019 TCRPC staff conducted a public design workshop in the Wilton Manors City Commission Chambers. The workshop was designed to provide information to the community on the history of effort, existing conditions, and challenges as well as solicit input regarding potential redevelopment concepts for the City Hall site. A copy of the Visioning Workshop presentation is included as Attachment 1.

The TCRPC team used the information and ideas gathered at the workshop to develop two conceptual design alternatives to evaluate the development viability for the City Hall site. The alternatives were designed with consideration of the market and economic analysis developed during the City's station area master plan process that was completed earlier in 2019.



The public input workshop was an opportunity for the community to explore ideas and concepts as part of the City Hall Master Site Plan analysis.

What We Heard...

- The City Hall campus should be the “heart of WM” - a true city center
- WM needs a hotel for special events and to boost the City’s identity
- The City Hall site should have a venue for special events & activities
- A plaza or amphitheater should front Wilton Drive
- Parking garages should be artistic and able to be converted to other uses later.
- Need varied housing types: condos, apartments, townhouses
- Consider specific groups, especially millennials and the elderly
- Wilton Towers is 10 stories – so taller buildings (8-10 stories) make sense on this site
- Keep public uses on site – City Hall, Hagen Park, recreational uses
- Make parking flexible and flexible for conversion
- Consider transportation trends – ride-sharing, transit, walking, biking
- WM needs more cultural amenities – theatre space, outdoor venues
- Strategic focus should be to push “the market of fun”
- Look at spaces for small businesses – We-work, incubator spaces
- Architecture should be warm and colorful, not brutal and stark

Balancing Policy Objectives



IV. POLICY OBJECTIVES

Parking

Parking is an ongoing point of discussion in Wilton Manors and similar communities, especially as demographic and mobility patterns are shifting demand for parking spaces with a broader array of transportation modes. Parking demand is a balance of many factors, including quantity of spaces, parking rates, availability of alternative transportation modes (e.g., transit, walking, biking) and convenience as well as the mix, design, and operations of various land uses. As the land use mix becomes more varied, and as the comfort and design of alternative transportation modes is increased, parking utilization becomes more efficient, and demand can sometimes be reduced.

Wilton Manors is a multi-generational, vibrant community with a mix of commercial, residential, recreational, and entertainment opportunities. Central to the City is the Wilton Drive district, which functions as a main street with a concentration of restaurants, bars, and entertainment venues and a more limited supply of retail and workplaces. Wilton Drive is undergoing a renovation to convert it to a transit-supportive, complete street with improved accommodations for bicyclists and pedestrians. Many workshop participants noted their ability to walk to businesses along Wilton Drive as a key community benefit.

The provision of parking on the City Hall site was raised as an important issue to address in the master plan analysis, and the current parking configuration provides 208 spaces on-site. City parking studies indicate modest daytime use (roughly 50%) when parking is free with strong evening use on Thursday, Friday, and Saturday evenings (frequently exceeding 80%) when parking is paid hourly. Additional public parking is available along many streets, including Wilton Drive, as well as in smaller, scattered public lots.



Aerial graphic of the existing parking which equals 208 spaces.

Parking



Top & Center Left: Parking structures can be simply functional or artistically designed, such as the parking structure at 1111 Lincoln Road in Miami Beach. In addition to parking vehicles, the structure has been used for wine tastings, dinner parties, and yoga classes. Credit: Michael McElroy for The New York Times

Center Right: This image depicts the world's first LEED-certified garage at the Santa Monica Civic Center. Built in 2007, the structure is covered with blue, green, and red panels; has a solar array on the roof; and includes free bicycle storage. Courtesy of Design Architect: Moore Ruble Yudell Architects & Planners/Executive Architect: International Parking Design Photographer: John Edward Linden

Bottom Left: Another variation on decorative parking garage design is the "Ballet Valet" garage designed by Arquitectonica, which has a living wall and is lined with commercial uses on the ground floor.

IV. POLICY OBJECTIVES

Mobility



Top Left: Ride sharing is growing in popularity across South Florida. Conveniently available through a cell phone, services such as Lyft and Uber can help reduce parking demand and traffic congestion as well as provide environmental benefits.

Credit: Lyft and Uber

Top Right: Bike sharing has also been increasing in popularity and is a priority of the Broward Metropolitan Planning Organization.

Credit: Sun Sentinel

Bottom Left: Electric scooters are a newer form of personal mobility, with rentals available in dozens of South Florida cities.

Credit: City of Fort Lauderdale

Center Right: Broward County Bus

Credit: Broward County

Bottom: Rendering of the new Wilton Drive

Credit: The Drive



Mobility



The image above depicts a potential transit hub along 26th Street near the FEC rail corridor that could support a Tri-Rail station and/or other multimodal services. Credit: TCRPC

Strong mobility, well-designed connectivity, and expansive multi-modal access are key characteristics of successful, sustainable communities. The recent Wilton Drive improvements have transformed the City's main corridor into a complete street with improved bicycle/pedestrian amenities, landscaping, and lighting that enable it to act as an "outdoor room" in the heart of the City. Extending from Wilton Drive is an extensive network of neighborhood streets whose scale and design slow drivers, enabling comfortable use by pedestrians, cyclists, scooters, and other micromobility and human-powered modes. The City Hall site, at the center of Wilton Manors, is easily accessible by car, bike, scooter, or foot for City residents easily, conveniently, and mostly through internal roadways.

Externally, Broward County Transit is the county-wide transit provider. Wilton Drive is included on Route 50, which provides an immediate connection to Broward Central Terminal and routes throughout Broward County. Additionally, north/south Routes 60 and 10 run on the eastern and western edges of Wilton Manors and Route 72 travels east/west on Oakland Park Boulevard. Long-term, Tri-Rail's Coastal Link commuter service is anticipated to provide commuter rail service on the Florida East Coast Corridor. Current plans indicate the closest station will likely be in Oakland Park, immediately north of the City Limits with strong multi-modal and "low stress" bicycle/pedestrian connections from Wilton Manors.



View of the new Tri Rail Coastal Link service along the FEC. Credit: SFTRA

IV. POLICY OBJECTIVES

Cultural and Civic Presence



The Wilton Manors City Hall complex is at the heart of the community, centrally located on Wilton Drive which serves as the community’s main street. The City’s cultural institutions include Island City Stage, a local small-format performance venue hosting plays and events, along with the South Florida Symphony Orchestra, which is based in Wilton Manors with performances in various Broward and Miami-Dade County venues.

City-sponsored and supported outdoor performances, concerts, and festivals are typically programmed in the City’s parks, with the Hagen Park Community Center as the central City venue. Wilton Manors’ largest annual event ~ the Stonewall Parade and Street Festival ~ is a regional attraction featuring a parade, street festival and live performances that draws a crowd of 20,000 to 30,000 individuals and families. Honoring the Stonewall Riots of June 1969, the June event includes performance stages along with vendor booths, food trucks, and display tables that line Wilton Drive. Additionally, Wilton’s “Wicked Manors” Halloween event is billed among the largest Halloween event in the state, with performance stages and a well-attended costume parade that attracts more than 15,000 to the City. Similar to Stonewall, Wicked Manors includes food and beverage vendors along Wilton Drive. Despite the scale and popularity of these and other annual events, Wilton Manors lacks a large-scale outdoor venue designed expressly for events, festivals, and performances.

Cultural and Civic Presence



Well-designed public venues can be programmed formally or used informally to add to community presence and vitality. In Wilton Manors, events such as the annual Stonewall Parade and Street Festival utilize Wilton Drive as a pedestrian mall and gathering space that could be augmented by a redesigned City Hall providing amphitheater and other civic opportunities.

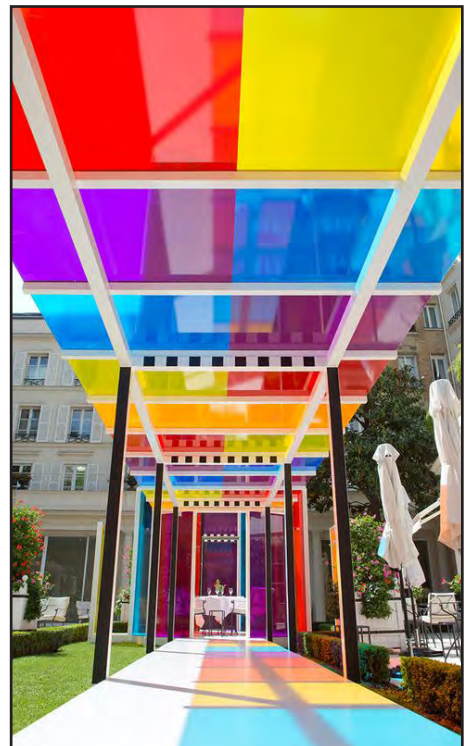


IV. POLICY OBJECTIVES

Placemaking

To create memorable, noteworthy places, many communities utilize placemaking to introduce and celebrate community identity through design, amenities, public art, and physical improvements. Successful cities capitalize upon an array of public “canvases” that include public buildings, parks, and plazas as well as the roadway network to establish and build upon community identity. The Project for Public Spaces, a nationally renowned nonprofit focused on community revitalization, suggests most great places in communities share four key attributes: accessibility and well connected to other important community places; well-designed and comfortable for users; attractive for users and participants in hosted events; and sociable environments where people want to return again and again.

Public art of varying scales in communities can become the hallmark for websites, marketing collateral, and photo backdrop for residents and visitors alike. Architecture can also contribute to placemaking, with iconic buildings similarly evoking instant identity for their communities. Elsewhere in the public realm, landscaping, streetlighting, wayfinding, and street detailing can contribute to a sense of place. Wilton Manors is known for its diverse business district; upbeat, energetic events and nightlife; safe, small-town congeniality; and convenient proximity to larger commercial havens. Placemaking through public art, architecture, street details, and experiential installations offers Wilton Manors an opportunity to further distinguish itself among its peers as a unique destination.



*Top Right: Umbrella sky project
Credit: Project for public spaces*

*Center Right: LOVE sculpture
Credit: Association for Public Art*

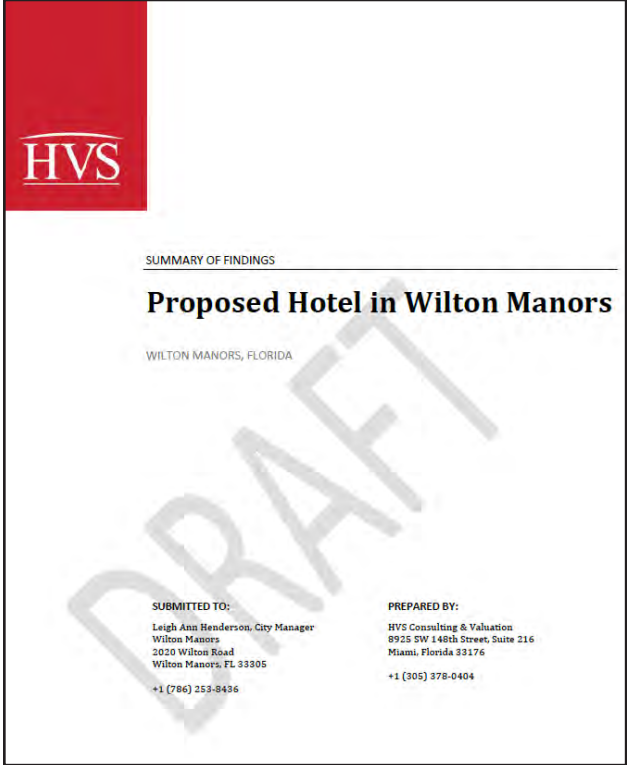
*Bottom Right: Daniel Buren's hotel in
paris
Credit: DB-ADAGP*

*Left: Public Art by
artist Okuda San Miguel
Credit: OsomAgency*

Development Program - Hotel

Based on community input and public discussions, hotel development has been long-desired in Wilton Manors. Many view a hotel on Wilton Drive as the cornerstone commercial investment to reinforce community events, the Wilton Drive business district, and add to the City’s identity as a destination. A new hotel with ancillary meeting space could reinvigorate the City Hall property, enabling it to become a 24-hour destination with economic spillover into the community.

In 2019, the City commissioned a hotel feasibility study through HVS, Inc. to identify market potential and potential timing for a hotel investment. Based on analysis of occupancy rates, potential sites, and economic drivers, HVS found investment demand for a modestly priced hotelier, suggesting Wilton Drive as the preferred location among several in the City. WTL+a, economic analysts utilized for the City Hall study concurred with these findings.



HVS Hotel Feasibility Study
Credit: HVS, Inc.



Rendering of the new Moxy Hotel which has 202 rooms and located along Washington Avenue in South Beach Miami.
Credit: Marriot



Rendering of the new Aloft Hotel in Delray Beach
Credit: Marriot



Avid Hotel in Orlando Florida
Credit: SMC Construction

IV. POLICY OBJECTIVES

Development Program - Residential



*Gables Wilton Park Apartments
Credit: Wilton Manors*



*Photo of Duval Lane located in Wilton Station
Credit: Wilton Station*

In the heart of southeast Florida, rising residential demand in Wilton Manors has remained steady for decades. Historically a single-family bedroom community, the past decade of residential investment in the region has highlighted the growing demand for multi-family, especially as residential prices have accelerated. The City's supply of new townhouses, condos, and apartments has expanded with mostly luxury properties that are highly amenitized and fully occupied. The City's housing portfolio has risen in value, displacing price-sensitive local employees and residents. If desired, Wilton Manors' ownership of the City Hall property enables the City to diversify its residential inventory through redevelopment, with consideration of unit sizes, format, and pricing.

Increasingly, investors and patrons have gravitated towards mixed-use lifestyle settings that include residential uses along with commercial activities such as lodging, retail, and office. Residential uses as a part of mixed-use projects provide natural surveillance, expanding the "eyes on the street" that add to community safety. Additional residents proximate to food, beverage, and retail establishments also contribute to their economic vitality, especially with thoughtful, well-planned pedestrian connections making nearby commercial destinations both convenient and accessible.



*Photo of Metropolitan at Wilton Manors
Credit: Metropolitan*

Development Program - Office & Retail

Wilton Drive is Wilton Manors main street, with a colorful, eclectic array of shops, offices, restaurants, and bars that has made the City both convenient for its residents as well as a popular regional destination. The City’s retail inventory oversupplies City residents with access to goods and services, which limits the demand for new retail/office as part of a redeveloped City Hall site. The current public uses on the site are daytime, leaving the site dark after-hours and on weekends. Private uses such as hotel and residential would add activity and new customers for existing Wilton Manors merchants. Although new office and retail demand is shallow, a new hotel on the site could provide publicly accessible lobby space that could serve as meeting space for local businesses. Expanding activity on the site, with a mix of lodging, residential and limited commercial uses, will expand the functional activity of the site, raising its efficiency, contribution, and performance for the entire community.



Photo of existing retail along Wilton Drive.
Credit: Wilton Manors



Photo of existing mixed-use office space in Wilton Manors
Credit: TCRPC



Office and retail space along NE 26th Street on the ground floor of Wilton Station
Credit: Wilton Station

IV. POLICY OBJECTIVES

Development Program - Public



Photos of Hagen Park in Wilton Manors. Hagen Park is within the redevelopment area of the City Hall Site.

Credit: Wilton Station



The Hagen Park Community Center is the key recreational facility in Wilton Manors offering programming and activities for youth to seniors. Inside the facility, Hagen includes the City's Leisure Services administrative offices, Island City Fitness Center, and a large multi-purpose that can be subdivided for a variety of events. Outside the building, the center includes a playground, sand volleyball court, basketball courts, six tennis courts, walking trail, pavilion, and restrooms. The City Center site includes just over 208 parking spaces, which are available for Hagen Park's substantial recreational use and events programming.

Whether active or passive, recreational spaces are integral components of well-planned communities. The potential redevelopment of the City Hall site offers an opportunity to reorganize the site's recreational activities and improve upon their use and functionality. Recreational demands upon cities are always evolving, and with improved multimodal connections, the site can offer increased recreational area for new uses, such as pickleball, by programming in a more efficient format.

Increased awareness of the hazards of sun exposure has led many communities to expand indoor and shaded courts and facilities. While the expansion of the current community center is limited, a new facility could incorporate an indoor gymnasium and other indoor courts to better accommodate seniors and others concerned about heat and sun exposure.

Existing Conditions



The aerial above shows the existing conditions of the municipal campus/hotel site. The boundary of the suggested redevelopment is marked with a dashed line.

The City has a tremendous redevelopment opportunity at the City Hall site located between NE 20th Avenue and NE 21st Avenue. With the exception of two lots, the City owns the entire block east to NE 21st Drive. At NE 22nd Drive is the Hagen Park Community Center, which currently houses a community center, fitness center, tennis center, volleyball courts, and the Women’s Club which was donated in 2011. Today it functions as a community center and rental event space. The City Hall and Public Safety Building, which includes the police station, was completed in 2010. The site includes 208 metered spaces, oversupplied for the site’s municipal activities but providing essential weekend parking for downtown merchants.

Based on public input, field observations, market analysis, and design, two redevelopment scenarios have been developed that incorporate an array of public and private uses while maintaining or expanding the supply of public parking to help bolster Wilton Drive. Both plans introduce a street and block pattern to maximize access, mobility, and value, supporting a safe, comfortable pedestrian experience. The concepts include two new roads ~ referred to as New Manor Way and New Wilton Way ~ to increase internal circulation, provide on-street parking, and add tree-lined corridors to the City’s pedestrian network.

Design Scenarios



Two design scenarios were studied and their programs are summarized in the tables on the following page. Both integrate a new hotel and amphitheater positioned at the corner of NE 21st Court. Each scenario maintains the recreational uses on site, either in the existing Hagen Park Community Center building or a new building that allows a greater private redevelopment program and potential revenue stream. Both concepts locate two parking structures, each of which would be lined by habitable use.

Each scenario was tested for financial feasibility, including strength of market demand for each conceptual use, cost of parking, and adjustments necessary to parking rates to support a financially feasibility development program. A general summary of the financial feasibility for each conceptual scenario is included within the body of this report, and the complete Financial Feasibility Summary Memorandum is included as Attachment 2.

Design Scenarios - Program Summary

REDEVELOPMENT SCENARIO 1 - DEVELOPMENT PROGRAM	
Public Uses	No change
Recreational Facilities	Relocated, no change
Civic Uses	New amphitheater / park New playground / dog park Relocated Womens' Center 4 stages
Hotel	100 rooms
Residential	208 units
Retail / Office	20,000 SF
Parking - 2 Garages	450 spaces
Parking - Townhouse Garages	8 spaces
Parking - On-street	100 spaces
Total Parking	558 spaces
Total Public Parking	208 spaces

REDEVELOPMENT SCENARIO 2 - DEVELOPMENT PROGRAM	
Public Uses	No change
Recreational Facilities	New Community Center, Tennis and Pickleball Courts
Civic Uses	New amphitheater / park New playground / dog park 4 stages
Hotel	80 rooms
Residential	497 units
Retail / Office	2,000 SF
Parking - 2 Garages	614 spaces
Parking - Townhouse Garages, Interior, Covered	65 spaces
Parking - On-street	230 spaces
Total Parking	914 spaces
Total Public Parking	308 spaces

V. SITE PLAN SCENARIOS AND ANALYSIS

Scenario 1



The rendering above suggests a modern aesthetic for a potential new hotel with condominiums and an outdoor event space fronting Wilton Drive.



The rendering above depicts Scenario 1 looking west, illustrating the new street grid flanking City Hall to its north and east. The scale and positioning of the new hotel and parking structure are intended to enable the use of iconic architecture to add to the site's placemaking.

Scenario 1



SCENARIO 1
PHASE 1

1. Implement temporary parking lot with buffer trellises and amenitize with plaza and fountain. Provides approximately 75 parking spaces.
2. Build new amphitheater with 40'X25' stage and art feature with fountain at the corner of Wilton Drive and NE 21st Court.
3. Refurbish existing 6 tennis courts and relocate playground. Add basketball court. Keep community center, womens' arts building, and volleyball area; add new volleyball court and shaded playground.
4. Keep parking lot next to womens' arts building (future development site).
5. New development parcel for future hotel/ mixed-use (approximately 1.5 acres).
6. Add new streets with approximately 80 on-street parking spaces.

V. SITE PLAN SCENARIOS AND ANALYSIS

Scenario 1



SCENARIO 1 - DESIGN BUILDOUT

3 DEVELOPMENT SITES AND REFURBISHED RECREATION PARK

BUILDING 1

- Hotel - 100 Rooms
- Condo - 100 Units
- Parking Garage #1
300 Spaces
- Public Amphitheater

BUILDING 2

- City Hall - No change
- Residential Apartments
100 Units
- Parking Garage #2
150 Spaces
- Retail / Workplace &
Womens' Center 20,000 SF

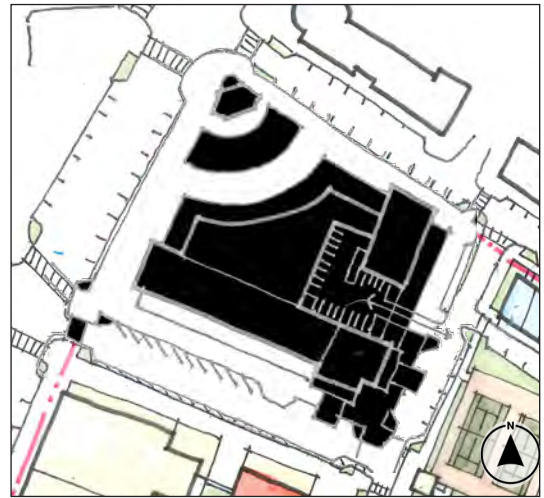
BUILDINGS 3 & 4

- Hagen Park & Center -
No change
- Recreational Facilities -
No change
- Civic uses -
New Playground / Dog Park
- Townhouses - 8 Units

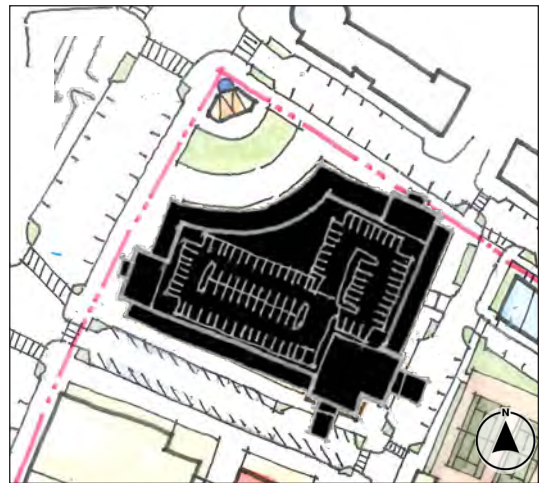
Scenario 1



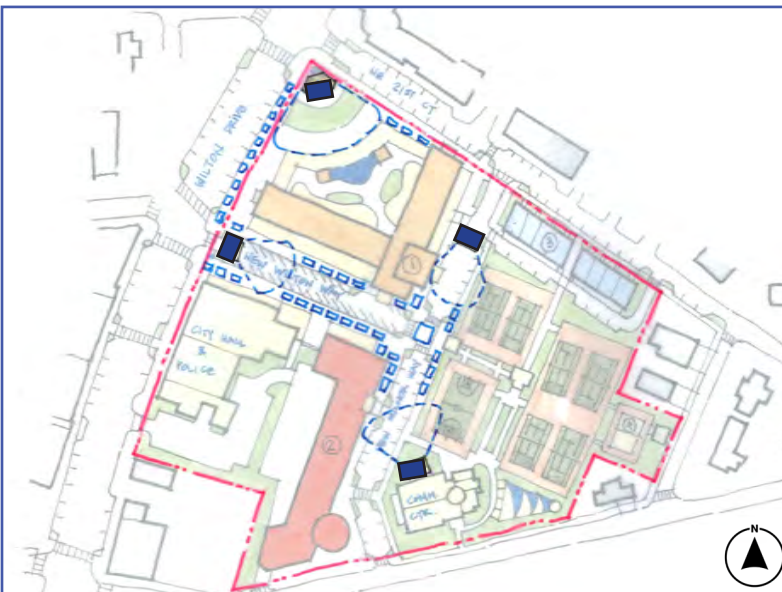
Above: View of the hotel and mixed-use building adjacent to the amphitheater (Building 1).
 Right: Floor plans of Building 1



Ground floor



2 Floors of structured parking



Above: Plan of the special events venue with 4 potential stage locations.



4 Floors hotel on west wing and 6 floors condo on the east wing.

V. SITE PLAN SCENARIOS AND ANALYSIS

Scenario 1



Rendering of new hotel looking west from community center.



Rendering of new public plaza south of hotel.

Scenario 1



Rendering of the amphitheater fronting the corner of Wilton Drive and NE 21st Court.



Rendering of the termination of New Wilton Way and Wilton Drive.

V. SITE PLAN SCENARIOS AND ANALYSIS

Scenario 1



Build-out rendering of Scenario 1 illustrating retention of City Hall and Public Facilities Building as well as Community Center.

FINANCIAL FEASIBILITY KEY FINDINGS - SCENARIO 1

USES PRODUCING POSITIVE RESIDUAL VALUE:

- Hotel (limited, highly sensitive to room rates, occupancy)
- Office & Retail (limited due to low market rents and competitive existing inventory)
- For-Sale & Multi-Family Housing (strong)
- Townhouses (moderate)
- Surface Parking (strong)

STRUCTURED PARKING PRODUCES NEGATIVE RESIDUAL VALUE UNLESS:

- Hourly rates increase to \$2.50/space
- Monthly (reserved) rents of \$225/month

A copy of the Financial Feasibility Summary Memorandum is included as Attachment 2.

Scenario 2

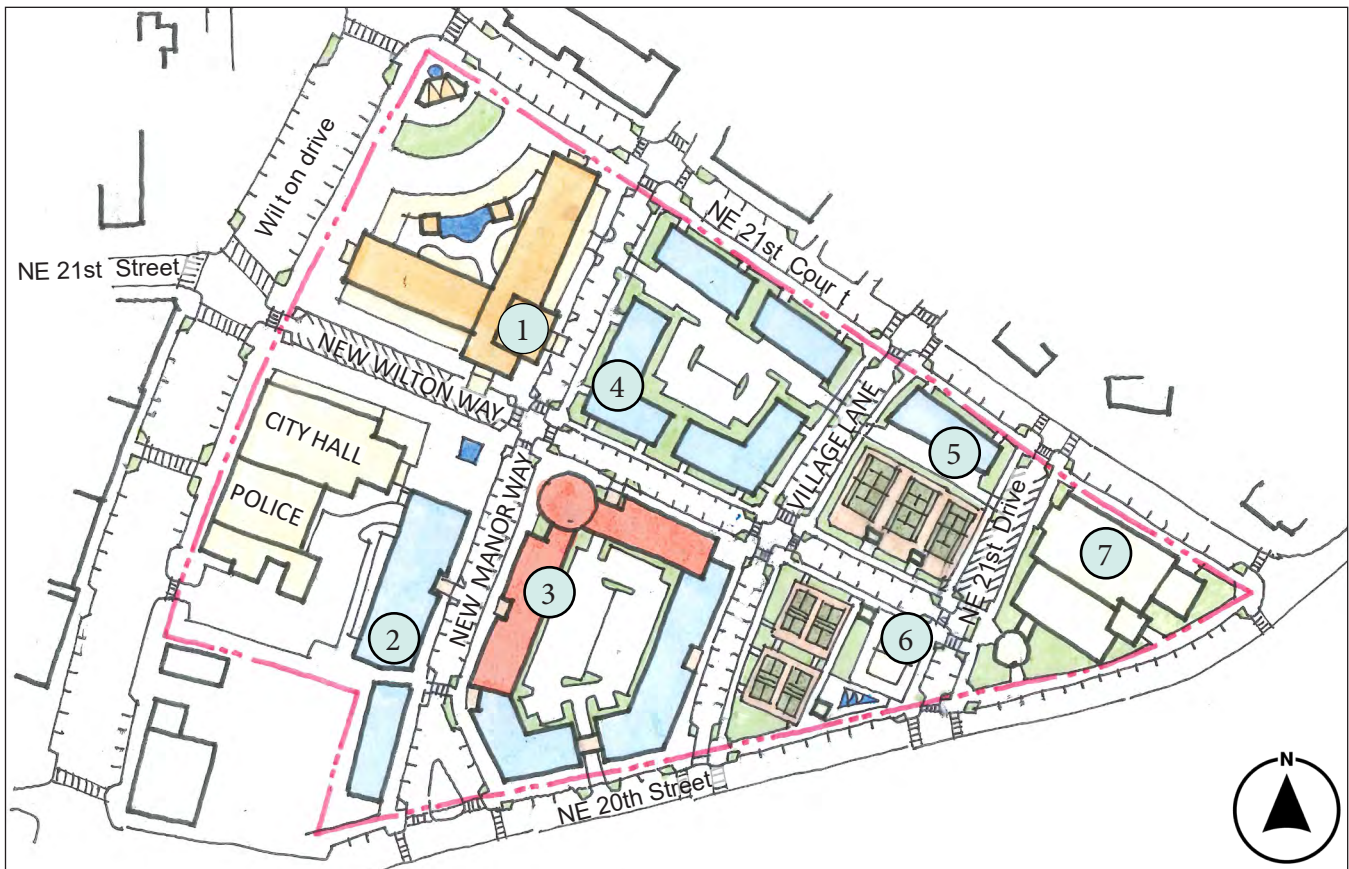


SCENARIO 2
PHASE 1

1. Implement temporary parking lot with buffer trellises and amenitize with plaza and fountain. Provides approximately 45 parking spaces.
2. Build new amphitheater with 40'X25' stage and art feature with fountain at the corner of Wilton Drive and NE 21st Court.
3. New Recreation Park on 2 blocks; 3 tennis courts, 4 pickleball courts, volleyball court, and small playground.
4. New 2 story community center with gymnasium of approximately 22,500 SF.
5. New development parcel for future hotel/mixed-use (+/-1.2 acre).
6. New network of streets with on-street parking (+/- 230 spaces).
7. New development parcel for future multi-family/mixed-use (+/-1.4 acre).
8. New development parcel for future multi-family (+/-1.1 acre).
9. New development parcel for future multi-family (+/-1.4 acre).

V. SITE PLAN SCENARIOS AND ANALYSIS

Scenario 2

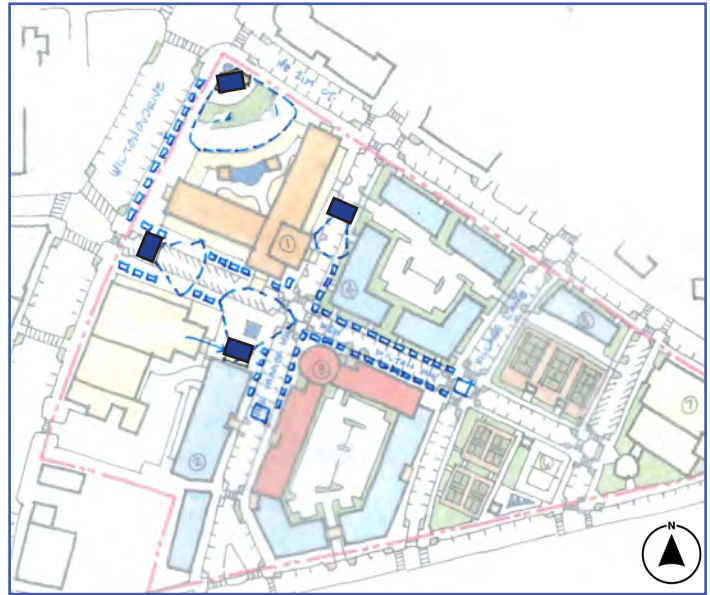


SCENARIO 2 - DESIGN BUILDOUT

BUILDING 1	BUILDING 2	BUILDINGS 3 & 4	BUILDINGS 5,6,& 7
<ul style="list-style-type: none"> • Hotel - 80 Rooms • Condo - 88 Units • Parking Garage #1 160 Spaces • Public Amphitheater 	<ul style="list-style-type: none"> • City Hall - No Change • Residential Micro Apartments - 54 Units • Covered Parking 20 Spaces 	<ul style="list-style-type: none"> • Residential (Site 3) - 250 Units • Womens' Center - 2,000 SF • Parking Garage #2 454 Spaces • Residential (Site 4) - 100 Units • Surface Parking 45 Spaces 	<ul style="list-style-type: none"> • Hagen Park & Center Relocated, New Building • Recreational Facilities - Relocated, Tennis, & Pickleball • Civic Uses - New Playground / Dog Park • Townhouses - 5 Units

Scenario 2

Maintaining the hotel/amphitheater in the northwestern quadrant, Scenario 2 provides a more robust development program with more residential units, a larger parking garage, and envisions the addition of a new, larger community center with an indoor gym. The concept envisions the City’s acquisition of the three single family lots east of NE 21st Drive to enable a more efficient site plan. The residential development program is expanded, from 200 to nearly 500 units, with a variety of residential formats and unit sizes. With the relocation of the community center, Scenario 2 reorganizes the outdoor recreational facilities to introduce pickleball in addition to the tennis court complex.



Above: Plan of the special events venue with the potential for 4 separate stage locations.



Artist's rendering of the amphitheater with seating area facing the corner of Wilton Drive and NE 21st Court.

Scenario 2



**FINANCIAL FEASIBILITY
KEY FINDINGS - SCENARIO 2**

USES PRODUCING POSITIVE RESIDUAL VALUE:

- Hotel (limited, highly sensitive to room rates, occupancy)
- Office & Retail (limited due to low market rents, fitout costs)
- For-sale Housing (moderate unless sales prices exceed \$475,000)
- Townhouses & Micro-Unit Housing (moderate)
- Multi-Family Housing (strong)
- Surface Parking (strong)

STRUCTURED PARKING PRODUCES NEGATIVE RESIDUAL VALUE UNLESS:

- Hourly rates increase to \$2.50/space
- Monthly (reserved) rents of \$250/month

A copy of the Financial Feasibility Summary Memorandum is included as Attachment 2.

FINANCIAL FEASIBILITY ANALYSIS

As part of the City Hall study, a financial feasibility analysis was conducted by WTL+a, a real estate and development consulting firm. The analysis utilized findings prepared in a 2018/19 market study for the City's transit-oriented development station area master plan, which provided general demographic and economic forecasts. A primary objective of the analysis was to determine "residual value," or the amount a developer could potentially pay for land, infrastructure costs, and/or public realm improvements. The analysis finds either development scenario could yield a successful public/private venture through redevelopment with the City's financial participation.

WTL+a noted the parcels surrounding and including the City Hall site are highly marketable, with excellent visibility for visitors and participants attending public events along Wilton Drive. The site's public ownership and ability to generate new tax revenues for the City adds to the site's redevelopment strength as the City can adjust land pricing in exchange for public benefits (e.g., amphitheater, gathering space, internal roadway network).

To analyze the financial feasibility from the two development scenarios, a methodology was established that assumed local market inputs for rents, pricing, absorption, and development costs; hotel market data from the City's hotel market study; land values from the Broward County Property Appraiser (2019); minimum investment returns of 12%; and a ten-year cash flow and pro-forma. The analysis finds in either scenario, the City will likely need to consider raising hourly and/or monthly parking rates to achieve a financially feasible development program.

For Scenario 1, the development program is estimated to be just over 325,000 SF and 558 parking spaces. The program includes a 100-room hotel, 100 for-sale and 100 rental multi-family residential units along with 8 townhouses and a nominal amount of office and retail space. With parking rate increases and a 12% developer return, a comparable development program could yield a residual land value exceeding \$7 million, which could create limited revenues to offset infrastructure costs.

Conversely, Scenario 2 suggests a more robust development program that could approach 500,000 SF of leasable square footage along with 914 parking spaces. This scenario includes an 80-room hotel, nearly 500 multi-family units of varying sizes and 5 townhouses. With parking rate increases and a 12% developer return, a comparable development program could yield an increased residual land value exceeding \$8 million. It is noted that the larger development program presumes acquisition of several adjacent residential parcels along with relocation of the Hagen Park Community Center.

To advance the potential redevelopment of the site, the economic consultant suggests the City continue to evaluate private development on portions of the site best positioned to generate positive residual value to a developer as well as net new revenues to the City. Stronger returns to both parties could be achieved with adjustments to parking requirements. Further clarification regarding allowable densities and building heights, mix of uses, and public realm improvements will be necessary to better position the site for a successful public/private partnership and achieve its transformational potential for the community.

RECOMMENDATIONS

The Wilton Manors City Hall site offers a tremendous opportunity for a mixed-use infill development at the heart of Wilton Drive. The site has the potential for a much-desired hotel, public amphitheater and gathering spaces, and a variety of residential formats and types. A robust development program could potentially help fund a larger, better organized community center and outdoor recreational uses. Collectively, a successful development program could improve the City's sustainability, economic potential, residential desirability, and add to its destination quality in the "market of fun."

Based on the public input derived through the City Hall analysis, there appears to be strong community support for the City's pursuit of a public/private development that would accomplish several key development objectives with the site:

- Maintain City Hall and the public services building with ancillary parking
- Maintain the community and recreational uses on site, either in the existing Hagen Park Community Center building or a new building
- Provide new outdoor public event venues, particularly an amphitheater along with a new public roadway network designed to support festivals and activities
- Support a new hotel, anticipated to be 80-120 rooms, that could create an architectural statement along Wilton Drive
- Introduce new residential units that would expand the City's residential portfolio and help activate the site
- Maintain or expand the number of public parking spaces available to support adjacent commercial uses, including both structured parking if needed along with on-street parking

Based on the analysis and to advance redevelopment of the site, there are several key actions the City may wish to consider:

- There is a need for the City to address and resolve its policy positions regarding parking quantities, shared parking, public parking to be provided on-site, densities, building heights, and recreational space allocation (e.g., uses to be retained, relocated, reduced, or expanded). The general consensus of workshop participants was for the site to provide no fewer than the public parking provided today (208 spaces), with mixed discussion regarding the provision of additional parking as part of a redevelopment program.
- Similarly, there is a need for the City to clarify its requirements regarding workforce/affordable housing quantities on-site. Pricing of rental or owner-occupied units can be adjusted through land values and other financial and development incentives if desired.
- There is a community expectation for development on the City Hall site to provide an "architectural statement," with support for the modern architecture presented in the conceptual alternatives. An offering document can emphasize this local priority for architectural design, and weight can be assigned in the evaluation of proposals.

- There is a general acknowledgment that additional analysis will be needed regarding potential ad valorem and other financial returns to the City pursuant to any public/private redevelopment activity. This analysis can precede an offering document or provided as a required component of developer proposals for development of the site.
- Finally, there is strong community support for the City to determine and define its public policy objectives to enable the property to be offered for potential development with a private sector partner. Clearly stated City expectations as part of an offering document will benefit the project and help provide predictability for interested developers.



ATTACHMENT 1
CITY HALL MASTER SITE PLAN WORKSHOP PRESENTATION
WILTON MANORS CITY HALL SITE ANALYSIS



Life's Just Better Here

City Hall Master Site Plan Workshop

May 21, 2019

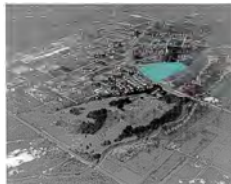
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Wilton Manors City Hall Property - Timeline



1943

Alvar Hagen buys 40 acres of land including the existing City Hall Property and builds a golf course



1953

Hagen donates the land that becomes Hagen Park and the Women's Club



1959

Original City Hall



Life's Just Better Here

2

Wilton Manors City Hall Property - Timeline



1975

Wilton Manors buys property from Food Fair



2006

The City purchases 2128 Wilton Drive



2010

New City Hall Grand Opening



Life's Just Better Here

3

Wilton Manors City Hall Property - Timeline



2013

Acquired residential lots
501 NE 21st Drive
505 NE 21st Drive
507 NE 21st Drive



2019

Wilton Manors City Hall Present Day



Life's Just Better Here

4

Wilton Manors

City Hall Master Site Plan Workshop



May 21, 2019

5

Project Objectives

Review Demographic & Market Data
Related to City of Wilton Manors

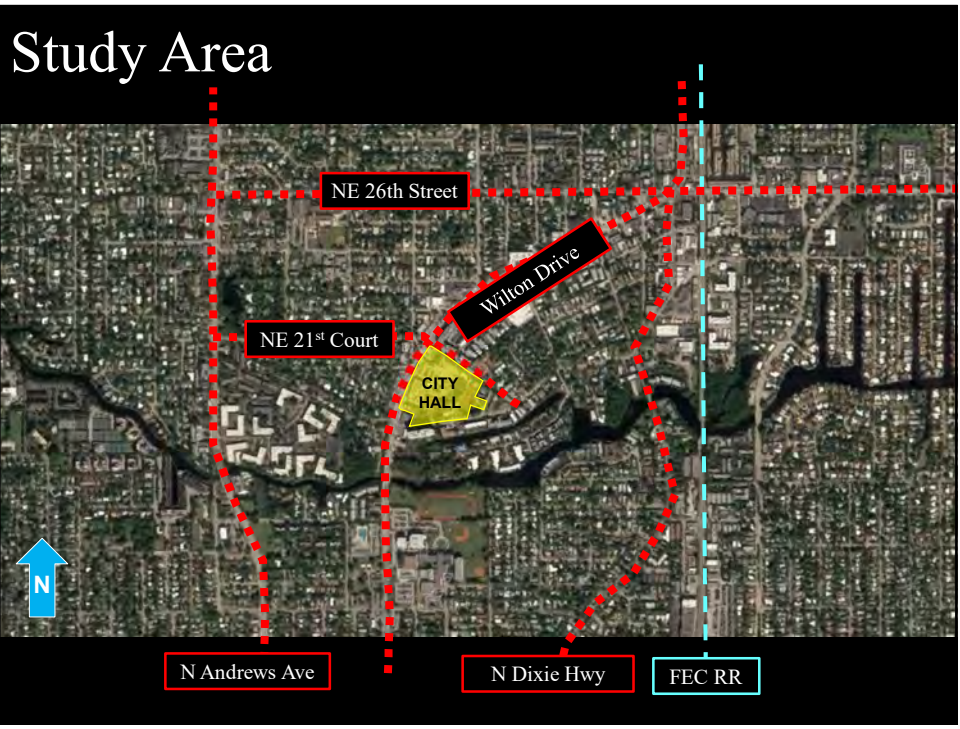
Evaluate Current Uses of City Hall Property &
Its Presence on Wilton Drive

Discuss Alternative Scenarios for City Hall Property ~
Types of Uses, Scale, Activities, Complements to the Community
... Hotel? Residential? Public? Parking? Workplace? Other?

Test Various Scenarios to Evaluate Development, Phasing,
Revenues, Strategies & Benefits/Challenges

How Can the City Hall Property Best Serve Wilton Manors?

6



7



8

Study Area: *Residential Mixed-Use*



9

Study Area: *Residential*



10

Study Area: *Commercial Mixed-Use*



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Study Area: *Arts & Entertainment*



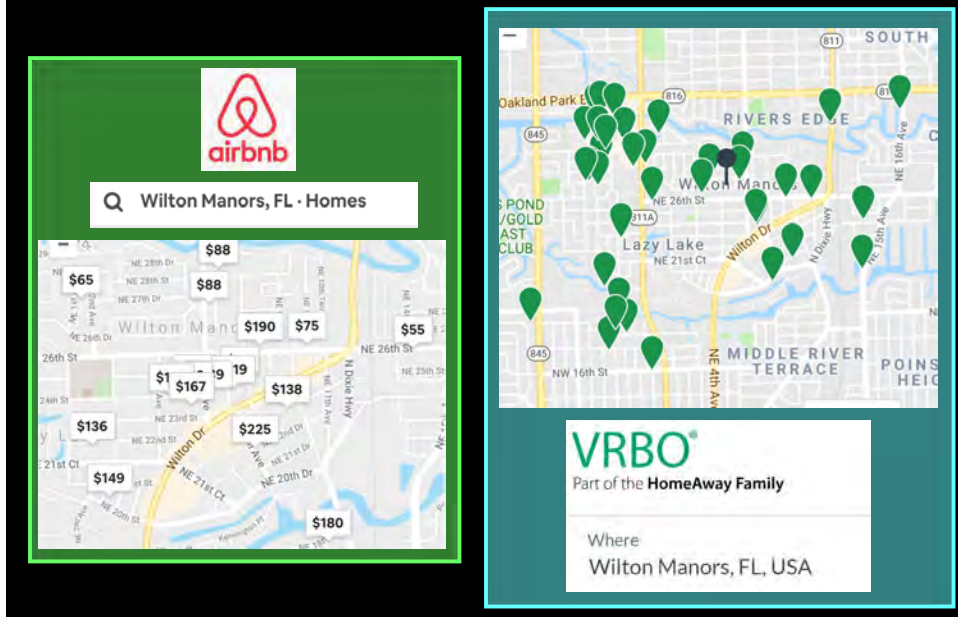
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Study Area: *Arts & Entertainment*



13

Study Area: *Hospitality & Lodging*



14

Study Area: *Hospitality & Lodging*



Walk to over
15 Bars &
18
Restaurants
2.5 Miles from
Ft. Lauderdale
Beach



Hotel Opportunity?

15

Study Area



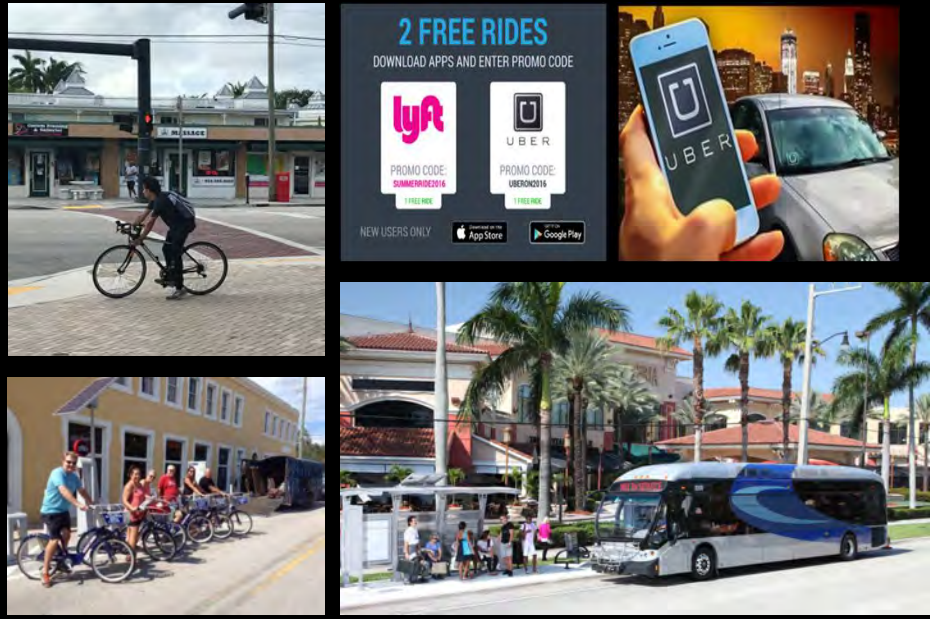
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Wilton Drive



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Transportation Options



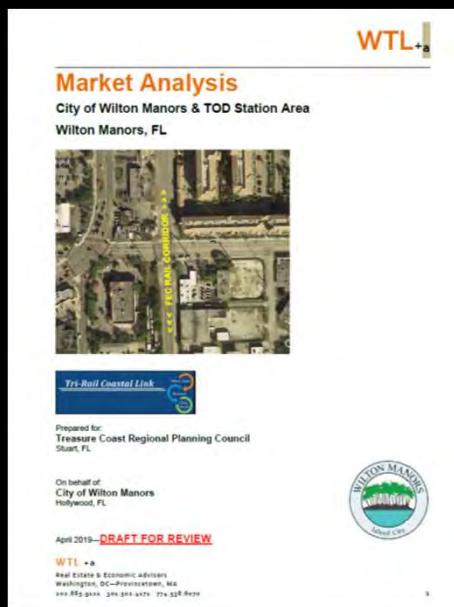
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Transportation Options



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Wilton Manors & TOD Market Study



WTL+_a

Real Estate &
Economic Advisors

Washington, DC &
Provincetown, MA

In association with:

RDS
Retail &
Development
Strategies

Arlington, VA

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Why a Market & Financial Study?

- Analyze demographic trends & real estate market conditions
- Translate growth forecasts into supportable land uses:
 - Housing
 - “Workplace”—office
 - Supporting services—retail
 - Hotel/lodging
- Evaluate financial feasibility of prototype project
- Ensure planning concepts & policy approaches are grounded in economic & market realities
- Inform & guide public policy decisions

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Demographics: ‘Drivers’ of Demand

- 2018 population & households (HHs):
 - 12,548 residents in 6,667 HHs
 - 0.6% share of the County
- City’s growth since 2010:
 - 916 new residents & 432 new HHs
 - Average HH size is declining
- Growth continues next 5 years:
 - City: **607 residents in 295 HHs**
 - ½-Mile: 330 residents in **156 HHs**
- How does growth translate into *demand* for new housing?
 - More children, active adults (55+)
 - Fastest-growing cohorts: 65+
 - Fewer adults in peak earning years
 - What types of units?



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Understanding the City's Economy

- HHs spend \$18,251 per year on retail
- Nominal retail sales *in-flow* into Wilton:

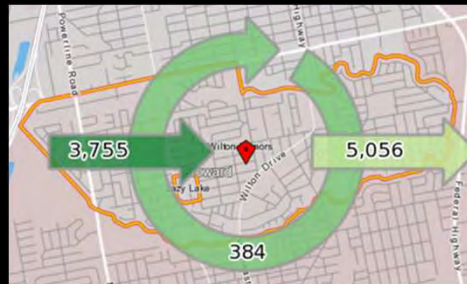
Gross Retail Sales	\$221.3 mil
Less Auto & Gas	\$ 26.9 mil (12%)
Net Retail/Restaurant Sales:	\$194.4 mil
HH Spending	\$162.4 mil
Annual Retail In-flow:	\$ 32.0 Million
- 6,220 jobs in 940 businesses
 - 46% Services (includes auto-related)
 - 32% Retail
 - 10% Finance/Insurance—affects office demand
- Wilton comprises a **0.7%** share of all jobs in Broward County



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Understanding the City's Economy

- Wilton Manors:
 - Lost 1,000+ jobs during the Great Recession (23%)
 - Gained **640 new jobs** since 2011
- Broward County:
 - Lost 87,000 jobs during the Great Recession (12%)
 - Added **135,200 new jobs** since 2011
- Jobs-to-population ratio:
 - Wilton 0.50
 - County 0.47
- Diversifying the City's economy—increasing *daytime* employment—is critical



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Deciphering the LGBTQ Market

- ALL visitors to Broward County: **112,400,000** (2016)
- Average visitor spends \$326/visit on retail & food (3.7 nights)
- 5% to 10% LGBTQ population:
 - **899,800 annual visitors**
- How many visit Wilton Manors?
 - Stonewall = 33,700 (2017 estimate, 1-day event)
 - Retail sales tax data indicate capture of up to 20% = **247,000 annual visitors**
 - Annual spending: \$51-\$80 million
- **Lack of verifiable data:**
 - Visitor counts & spending
 - Lodging/B&B performance
- Key recommendations:
 - Obtain accurate visitor count
 - Conduct economic impact study of LGBTQ market



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Your Housing Market



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Where You Live

- Diverse citywide housing stock
 - 7,500 housing units
 - 218 seasonal units (3%)
- Owner-occupancy *declined* from 46% (2010) to 40% (2018)
- “True vacancy”: **7.5%** (561 units)
- Average housing values of \$360,500 expected to jump 2% per year next 5 years
- Housing starts: **28 units per year** past 17 years (0.6% of County)



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Where You Live

- Multi-family vacancy in Oakland Park/Wilton Manors: **8.7%** (highest in Broward County)
- The Metropolitan: 179 units
 - Net absorption (lease-up): 87 units/year when it opened
- Potential new housing:
 - Del Mare Estates
 - Village at Wilton Manors
 - Pride Center (48 units)
- Citywide housing starts since 2001:

Period	Total Units
2001-2008	244
2009-10 Recession	0
2011-13 Recovery	16
2014-17	212



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Your Office Market



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Where You Work

- Within 1-mile of Five Points:
 - 198,800 SF in 22 buildings
 - 'Mom & pop'/tertiary office market
 - Limited data on performance (absorption, rents, vacancies)
- Within 1-2 miles of Five Points:
 - 722,500 SF in 17 buildings
 - 13% vacancy
 - Class "B/C"—average age of 47 years
 - Very limited absorption—**4,900 SF/year**
- Broward County absorption: 340,100 SF/year; 12% vacancy
- Growing the City's office market has multiple benefits



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Your Hotel Market



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Where You Stay

- Key market performance metrics as tracked by STR:
 - Average annual occupancy (6 years)
 - Average daily rates (ADRs)
 - Revenue per available room (RevPAR)
 - Growth in competitive supply
- To finance new hotels, the capital markets require:
 - Sustained annual occupancies of **65% to 72%**
 - Stable or increasing average daily rates (ADRs)



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Where You Stay

- Wilton is a 'boutique' lodging market:
 - B&Bs/inns do *not* report performance to STR
 - Other unknowns: Airbnb, VRBOs, seasonal condo rentals
- Competitive properties on surrounding commercial corridors:
 - 1,050 rooms in 9 hotels
 - Strong occupancies: 66% to 75% past 6 years, **71.8% average**
 - Very strong growth in room rates & revenues
- Findings of HVS hotel study:
 - 698 rooms in 5 competitive properties
 - Variable occupancies: 62% to 79%, **71.3% average**



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Your Retail Market



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Retail: A Changing Industry

- The U.S. retail industry is in a period of major change, significant over-supply
- Per capita supply:
 - Wilton Manors—**74 SF**
 - Hollywood—53 SF
 - U.S.—26 SF
 - Europe—2.6 SF
- Changing consumer markets:
 - Boomers & Millennials
 - Retail chains closing or evolving in response
- Impact of on-line shopping vs. “sticks & bricks”



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Where You Shop

- Citywide inventory: **950,000 SF of retail**

Taxable sales	\$169.5 million
Occupied Inventory	<u>718,700 SF</u>
Overall Sales:	\$236/SF
- 231,400 SF of vacant retail space:
 - **24% vacancy rate!**
 - Real estate industry considers 5% vacancy acceptable
- **74 SF** of retail space per resident = 3X the national average!
- Limited data available on market metrics (rents, net absorption over time)
- Metrics reinforce importance of expanding the market: new residents, daytime employment, visitors & spending



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Where You Shop

Existing Supply (Citywide):

Retail Category Ranked by SF	No. of Businesses	% of Total	Total SF by Category	% of Total
Vacant Space	55	19%	231,354	24%
Consumer Services	78	27%	196,213	21%
Food & Beverage	63	22%	131,164	14%
General & Specialty Retail	38	13%	116,316	12%
Professional Services/Institutional Offices	23	8%	96,641	10%
Automotive Sales & Services	11	4%	64,561	7%
Events, Recreation & Sports	6	2%	50,801	5%
Grocery Stores	3	1.0%	38,436	4%
Finance, Insurance & Real Estate (FIRE)	13	4%	24,560	3%
TOTAL:	290	100%	950,045	100%
Population (4/1/18 State Estimate)			12,831	
Retail Space Per Capita			74	

Source: Broward County Property Appraiser; RDS LLC; WTL+a, December 2018.

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What Does It Mean: Market Potentials



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Market Potentials: Housing

Citywide forecasts:

- 5 Years: **295 new HHs (units)**
- 10 Years: *up to* 690 new units if current growth rates continue
- Success of lease-up at The Metropolitan bodes well for new rental housing
- New growth can also be accommodated in some number of “true vacant” units
- Close-in housing provides multiple benefits:
 - Adds tax-paying residents
 - Supports transit ridership
 - Generates demand for retail

5-year Planning Target for New Housing:

150 to 350 Units

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Market Potentials: Office

- Opportunities for new office development assume Wilton *maintains* its **0.7% share** of County employment
- Broward County forecasts (DEO): 95,900 new jobs (2017-2025)
- City's share @ 0.7% = 670 new jobs; includes **280 office jobs**
- Key issues to enhance viability of new office space:
 - Business recruitment strategy for professional services
 - Right-sized floorplates, ready site(s)
 - Provision of adequate parking



Shuster Building: 5,750 SF



Wilton Plaza: 31,225 SF

5-year Planning Target for New Office:

Up to 55,000 SF

40

Market Potentials: Retail/Restaurants

- City is *over-supplied* in retail: **234,100 SF of vacant retail space (24%)**
- Estimated retail sales from other sources:

All retail sales	\$196 mil
Resident sales @ 65%	\$127 mil
Other Sources:	\$ 68 Million
- Importance of LGBTQ market & value to Wilton Manors:
 - Estimated annual spending \$51 - \$80 million
 - Supports $\pm 70\%$ of Food & Beverage & $\pm 45\%$ of Other Retail (SF)
- Key retail recommendations:
 - Sustain (& potentially increase) volume of LGBTQ visitors by implementing proactive strategies to address:
 - No immediate/direct beach access & lack of hotel
 - Stronger specialty retail concentrations in surrounding communities

Near-term opportunities: work to fill existing vacant retail space & improve performance of existing retailers

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Market Potentials: Hotel

- Key issues affecting feasibility:
 - Wilton is not a 'beach hotel location' but may benefit from spillover demand
 - Potential partnerships with demand generators like *The Venue* are critical
 - Growing daytime employment/office could enhance room-night demand
- 6-year occupancies of 71.8%: *in excess* of industry breakeven thresholds (65%) required to underwrite new hotel
- Performance & impacts of local B&Bs/inns, Airbnb, VRBOs & seasonal condo rentals unknown
- Critical issues affecting feasibility: location, price point, branding & timing



HVS Market Potentials:

80 to 100 Rooms (2023)

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City Hall Site: Key Opportunity

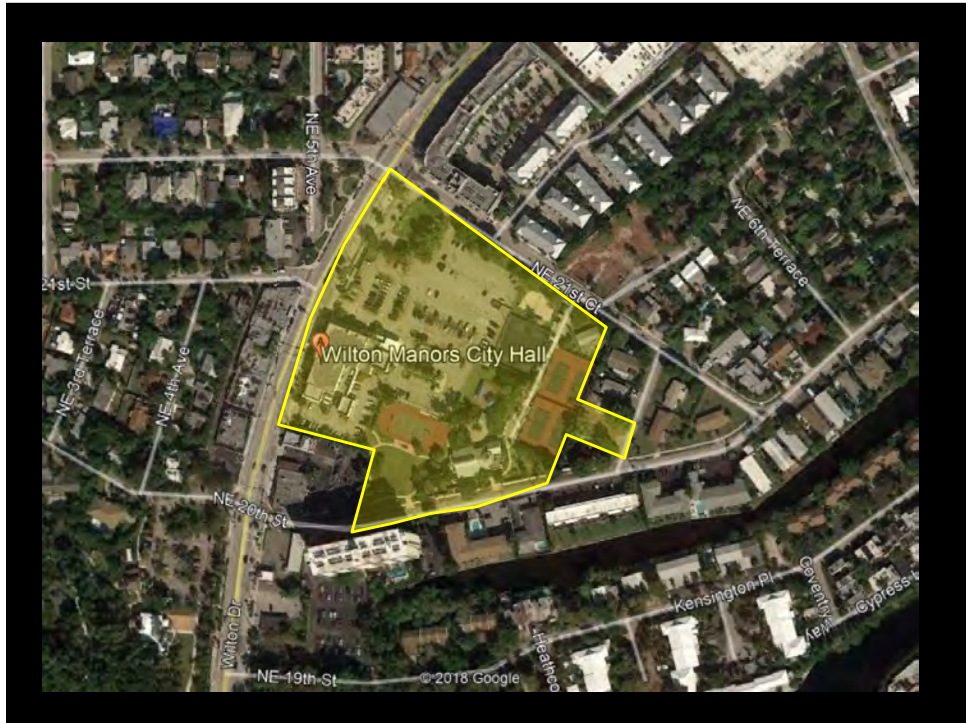
- **Highly marketable site:**
 - Excellent visibility for visitors & participants to public events
 - Proximate to event sites & regional destinations
 - Anchor for nightlife district & retail corridor
- **Most compelling advantage: public ownership:**
 - Potential to offset challenges of financial viability
 - Offer land 'write-down' or discount in exchange for public benefits
- **New development can provide multiple benefits:**
 - Net new tax revenues (property, hotel & retail sales)
 - Net new revenue from ground lease or direct land sale
 - New residents & employees to support local businesses



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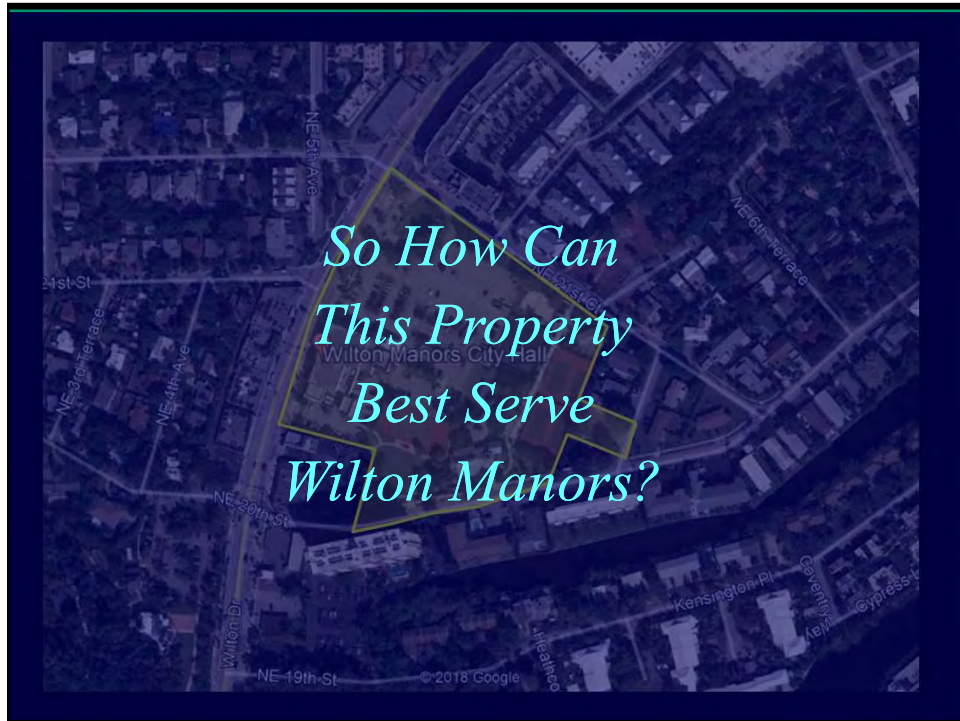
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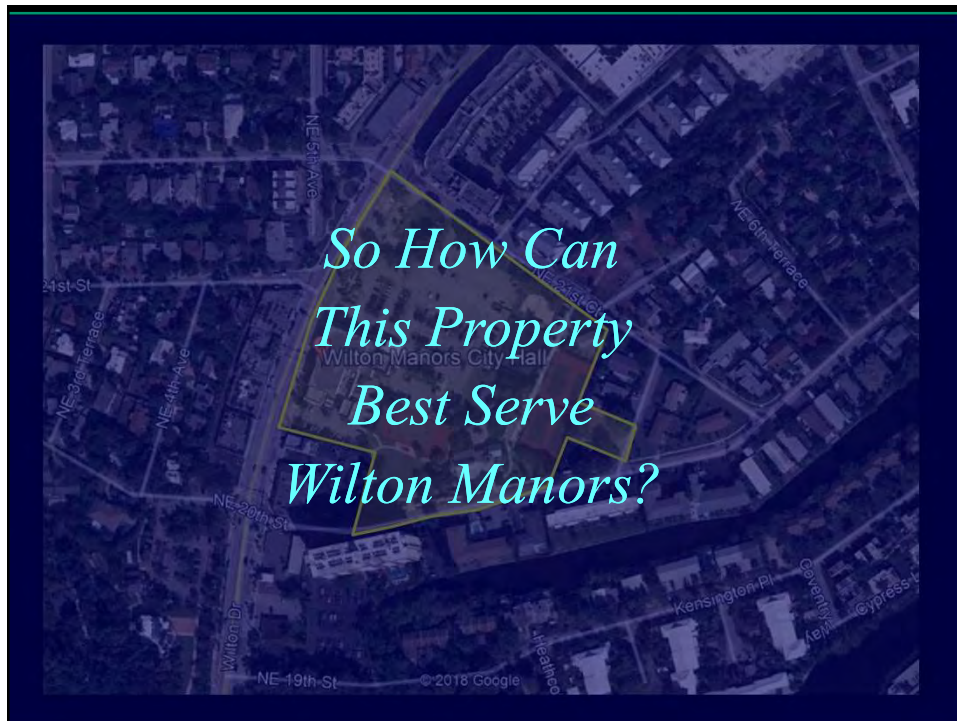
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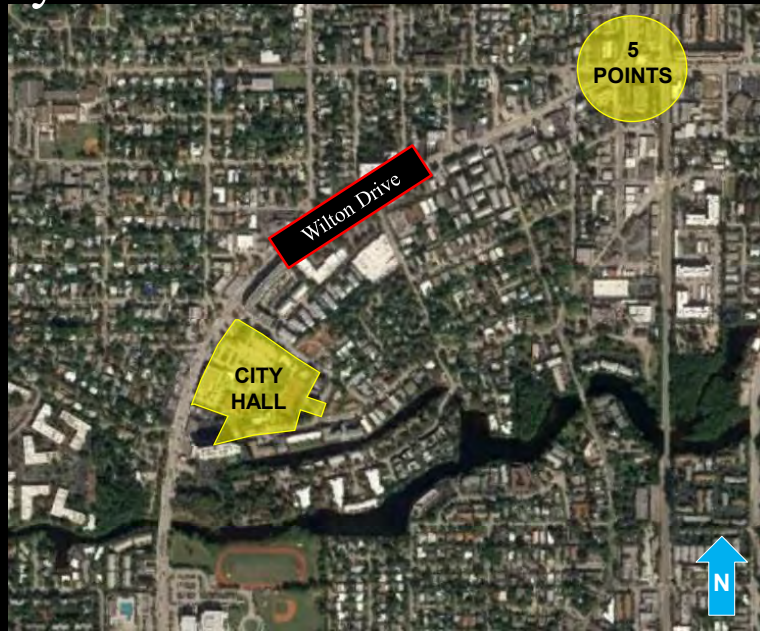


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Study Area



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Sense of Place



56

Sense of Place



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Hotel Examples

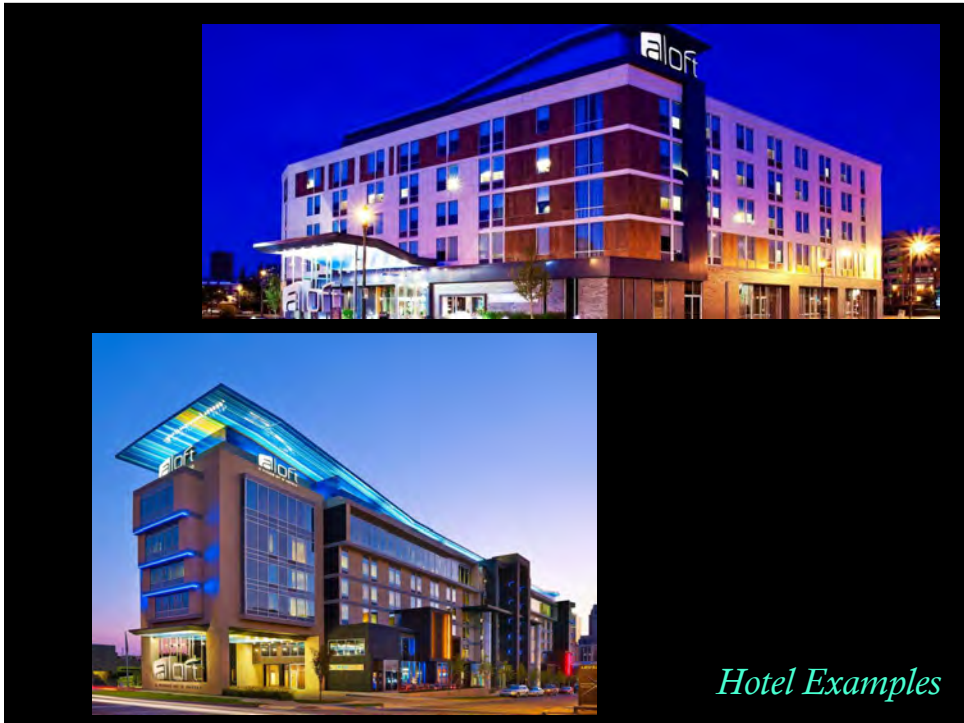
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Residential Uses



65



Residential Uses



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69



70

Parking



71

Parking



72



73



74

Parking



75



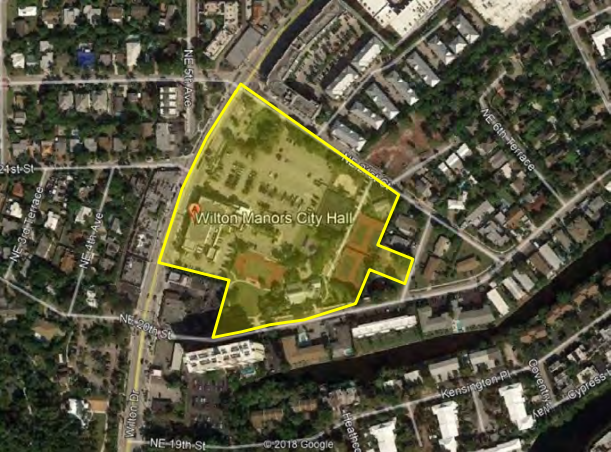
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Next Steps

May 2019	Review Public Input
June 2019	Test Concepts for Property Conduct Financial Feasibility Analyses
July 2019	Review Findings with City Staff
August 22, 2019	Public Presentation of Findings

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Thank You!



*Wilton Manors
City Hall Visioning Workshop*

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ATTACHMENT 2
WTL+a Financial Summary
WILTON MANORS CITY HALL SITE ANALYSIS

Summary Memorandum

TO: Treasure Coast Regional Planning Council
FROM: WTL+a Real Estate & Economic Advisors
RE: Wilton Manors City Hall Site Financial Feasibility
DATE: September 30, 2019

Introduction

WTL+a, a real estate and economic development consulting firm based in Washington, DC, with significant experience throughout Florida, was retained by the Treasure Coast Regional Planning Council (TCRPC) on behalf of the City of Wilton Manors to prepare a financial feasibility analysis of two potential redevelopment concepts on portions of the site surrounding Wilton Manors City Hall. This analysis was conducted as a follow-up to our 2018—2019 market analysis of transit-oriented development potentials associated with a TOD Master Plan for station areas along the proposed Tri-Rail Coastal Link, a proposed rail line linking communities in Palm Beach, Broward and Miami-Dade Counties.

As noted below, the financial feasibility study was tailored to reflect the following key objectives:

- Measure investment viability of specific land uses to determine whether uses will attract private investment:
 - Housing
 - “Workplace”—office
 - Supporting services—retail
 - Hotel/lodging
- Estimate potential revenues that may accrue to the City in the form of “**residual value**” generated by specific uses that a developer could offer (after meeting

WTL + a

investment thresholds) to offset infrastructure and/or land costs, public realm improvements identified by the community, etc.;

- Inform City decisions regarding potential disposition strategies:
 - Joint development or public-private partnership with a selected developer(s)
 - Fee simple sale or long-term ground lease of specific sub-parcels of the site
 - Issuance of a Request for Qualifications (RFQ) or Request for Proposals (RFP); and
- Ensure planning concepts and policy approaches are grounded in financial and real estate market realities.

From a real estate perspective, the parcels adjacent/surrounding City Hall are highly marketable, with excellent visibility for visitors and participants attending public events held along Wilton Drive (such as Stonewall Pride in June and Wicked Manors in October). The presence of City Hall serves to reinforce the site’s role as a destination for all residents, and therefore, it could potentially serve as an anchor for the City’s nightlife district and retail corridor along Wilton Drive.

The site’s most compelling advantages are public ownership and the ability to generate potentially significant tax revenues for the City of Wilton Manors if the site is developed in a way that provides investment returns and public benefits to the community. These advantages also include the potential to offset challenges of financial viability (among specific uses) by offering the land at a ‘write-down’ or discount to a developer in exchange for specific public benefits, such as additional or improved recreational facilities and public event venues, open space and public parking.

Moreover, private development on the City Hall site can provide multiple benefits, including:

- Net new tax revenues (property, transient occupancy [bed] and/or retail sales);
- Net new revenues from a long-term ground lease or a direct land sale; and
- New residents and employees to support local businesses (an important objective in light of the City’s current 24% retail vacancy rate).

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Figure 1: City Hall Site & Area



Methodology & Key Assumptions

The financial feasibility model prepared for this analysis utilized the following key assumptions:

- A 10-year cash flow/pro forma, which reflects a customary holding period in the real estate industry, with reversion (i.e., sale) of the asset in its entirety at the end of the holding period—another industry standard;
- Commercial office, retail and multi-family rents, for-sale housing prices, project phasing, absorption, etc. are based on local market and/or industry inputs;
- Hard and soft development costs are based on local or regional market comparable projects (such as The Metropolitan and Pompano Walk in Broward County and Atlantic Crossing in Palm Beach County) and/or South Florida industry standards;

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Washington, DC—Provincetown, MA
202.885.9121 301.502.4171 774.538.6070

- Site development and infrastructure costs are wholly unknown at this time. Since such costs will not be known until detailed engineering and cost estimates are prepared by the City and selected developer(s) and actual bids are received, the models assume these costs equate to 20% of hard and soft construction costs;
- **Minimum investment returns of 12%** to the selected developer(s) across all uses. We note that developer returns typically vary by use and location and may vary between 10% to as much as 18% or 20%. Minimum investment returns sought by the selected developer(s) could potentially impact the amount of “residual value” generated by the project;
- The use of market inputs as identified in the hotel market study report prepared by HVS Consulting & Valuation on behalf of the City of Wilton Manors (January 2019):
 - 100 rooms in Scenario #1 and 80 rooms in Scenario #2, with delivery in 2023
 - Average daily rate (ADR) of \$125 per room per night
 - Annual occupancies ranging from 61% to 67% during the hotel’s first three years of operation
 - Stabilized annual occupancies of 69% per year thereafter;
- The use of market inputs as identified in the parking study prepared by Lanier Parking Solutions on behalf of the City of Wilton Manors (January 2017), including average occupancies and parking fees;
- Equal distributions of infrastructure costs according to the proportion of gross building area across all uses. The allocation of actual infrastructure costs will not be known until more detailed cost estimates are prepared (i.e., townhouses will not have the same infrastructure/utility costs as a mid-rise hotel or multi-family building); and
- As noted in the Introduction, a primary objective of the analysis is to determine “residual value”, that is, what a developer could potentially pay for land, infrastructure costs and/or public realm improvements. Therefore, land costs are based on current (2019) market/just values as provided by the Broward County Property Appraiser:
 - Scenario #1 assumes development only on those parcels owned by the City of Wilton Manors. These eight parcels, totaling 8.099 acres, have a current

market/just value of \$4,282,850. However, the City Hall building shares one parcel with an adjacent surface parking lot, so the actual value of the *developable* portion of this parcel (i.e., the parking lot) is unknown.

- Scenario #2 assumes that the City acquires six privately-owned parcels totaling an additional 1.178 acres on NE 20th Street, NE 21st Court and NE 21st Drive. These six parcels have a current market/just value of \$2,006,070.

Key Findings: Scenario #1

Table 1: Development Program—Scenario #1

Land Use	No. of Units/Rooms	Building Area (SF)
Scenario #1		
Hotel	100	37,500
For-sale Condominiums	100	150,000
MF Rental Housing	100	101,700
Commercial (Office)		12,500
Commercial (Retail)		7,500
Townhouses	8	17,768
Subtotal - Uses:	308	326,968
Structured Parking	300	105,000
Structured Parking	150	52,500
Surface Parking (Street)	100	-
Surface Parking (THs)	8	-
Subtotal - Parking:	558	157,500
TOTAL - Scenario #1:		484,468

Source: TCRPC; WTL+a, September 2019.

Based on the development program above, uses producing positive residual value in Scenario #1 include:

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-
- The 100-room hotel is limited and highly sensitive to average daily rates (ADR), occupancy levels and other performance metrics. For example, a \$125 ADR produces residual value of only \$108,000 but a \$135 ADR generates over \$1.18 million in residual
 - Office and retail are both limited due to low achieved market rents and fitout costs (particularly for retail)
 - For-sale and multi-family housing both generate strong residual values, particularly if condominium units sell for \$400,000 or more and multi-family rents of \$2.20 per sq. ft. are achieved
 - Townhouses produce moderate residual values if unit sales are higher than \$588,000 per unit (the average asking price of new units at The Village at Wilton Manors)
 - Surface parking generates strong residual values, in part because development costs are nominal, at achieved hourly rates of \$1.50 per hour (the City's current rate)

The significant costs associated with structured parking (\$21,500 per space, or \$16.8 million in inflated dollars) produces *negative* residual values unless:

- Hourly rates increase—from \$1.50 per hour per space to \$2.50 per hour per space, *and*
- Monthly (reserved) rents of at least \$225 per month per space are achieved for the project's private uses (hotel, multi-family housing, for-sale housing, etc.)

Residual values generated in Scenario #1 under a sensitivity analysis illustrating various investment returns to a developer are illustrated below:

Table 2: Summary of Residual Value—Scenario #1

Residual Land Value for Various Developer Rates of Return						
Developer Return	Residual Land Value (NPV)		Current Land Value		Overage/Shortfall	
		In \$ Millions		In \$ Millions		In \$ Millions
8%	\$	22,300	\$	4,283	\$	18,000
10%	\$	13,700	\$	4,283	\$	9,400
12%	\$	7,100	\$	4,283	\$	2,800
14%	\$	2,000	\$	4,283	\$	(2,300)
16%	\$	(1,900)	\$	4,283	\$	(6,200)

Key Findings: Scenario #2

Table 3: Development Program—Scenario #2

Land Use	No. of Units/Rooms	Building Area (SF)
Scenario #2		
Hotel	80	30,000
For-sale Condominiums	88	154,000
MF Rental Housing (Mkt & Sr)	250	200,000
Additional Housing (Rental)	100	80,000
Additional Housing (Micro)	54	21,600
Townhouses	5	11,106
Subtotal - Uses:	577	496,706
Structured Parking	454	158,900
Structured Parking	160	56,000
Additional/Surface Parking	45	-
Covered Parking	20	-
Surface Parking	85	-
Surface Parking	150	-
Subtotal - Parking:	914	214,900
TOTAL - Scenario #2:		711,606

Source: TCRPC; WTL+a, revised September 2019.

Based on the development program above, uses producing positive residual value in Scenario #2 include:

- The 80-room hotel is limited and highly sensitive to average daily rates (ADR), occupancy levels and other performance metrics. For example, a \$125 ADR produces residual value of only \$32,300 but a \$140 ADR generates over \$1.13 million in residual

-
- Office and retail are both limited due to low achieved market rents and fitout costs (particularly for retail)
 - For-sale housing generates negative residual values if units sell for \$425,000 or less but strong residual values (of \$2.3 million) if units sell for \$475,000 or more
 - Townhouses produce moderate residual values if unit sales are higher than \$588,000 per unit (the average asking price of new units at The Village at Wilton Manors)
 - Multi-family housing generates moderate residual values (of \$1.2 million) only at achieved rents of \$2.50 per sq. ft., which is above-market today
 - Micro-units generate moderate residual values (of \$794,000) only if rents of \$2.60 per sq. ft. are achieved
 - Surface parking generates strong residual values (of \$1.87 million), in part because development costs are nominal, at achieved hourly rates of \$1.50 per hour

The significant costs associated with structured parking (\$21,500 per space, or \$24.3 million in inflated dollars) produces *negative* residual values unless:

- Hourly rates increase—from \$1.50 per hour per space to \$2.50 per hour per space, *and*
- Monthly (reserved) rents of at least \$300 per month per space are achieved for the project's private uses (hotel, multi-family housing, for-sale housing, etc.)

Residual values generated in Scenario #2 under a sensitivity analysis illustrating various investment returns to a developer are illustrated below.

Table 4: Summary of Residual Value—Scenario #2

Residual Land Value for Various Developer Rates of Return				
Developer Return	Residual Land Value (NPV)		Current Land Value	Overage/Shortfall
	In \$ Millions			
8%	\$	34,600	\$	28,300
10%	\$	19,600	\$	13,300
12%	\$	8,200	\$	1,900
14%	\$	(300)	\$	(6,600)
16%	\$	(6,800)	\$	(13,100)

The findings of the financial feasibility analysis suggest that specific uses in each development scenario have the potential to generate moderate-to strong-residual values based on market inputs utilized in the models. This includes both for-sale and multi-family residential, the hotel and surface parking. Notably, the hotel's capacity to generate positive residual value is particularly sensitive to metrics such as average daily rates. Conversely, office and retail generate only nominal- to moderate-residual values. Given ongoing market weaknesses in these sectors in Wilton Manors (i.e., limited absorption, low commercial rents and high vacancies), conversion to residential should be considered for these two uses.

In particular, **structured parking is a significant challenge as a result of a combination of high development costs and limited/uncertain revenue potentials.** For example, structured parking in Scenario #2 would need to achieve minimum revenues of \$300 per space per month among private uses (housing, hotel, commercial) to generate positive residual value. Should the selected developer(s) expect investment returns higher than the 12% threshold evaluated in this analysis, structured parking will disproportionately burden feasibility and reduce residual values, particularly if minimum parking revenues for private uses cannot be achieved.

In conclusion, based on this analysis, **WTL+a recommends that the City of Wilton Manors continue to evaluate private development of portions of the City Hall site,** which has the potential to generate positive residual value to the developer as well as net new revenues for the City. Prior to soliciting developer interest in the site, there are critical steps necessary to maximize developer response when this solicitation is released. This includes:

- Evaluating opportunities to reduce or minimize parking requirements and modify parking regulations to maximize shared parking and reduce parking costs;
- Clarifying allowable densities, building heights and use mix, including consideration of increasing densities to maximize residual value potentials; and
- Defining City expectations for what it seeks as part of the development of the site—such as recreational and/or public realm improvements, revenue goals, development structure, etc.

ATTACHMENT 3
CITY HALL MASTER SITE PLAN WORK IN PROGRESS PRESENTATION
WILTON MANORS CITY HALL SITE ANALYSIS

City of Wilton Manors

City Hall Master Site Plan

Work in Progress Presentation



September 17, 2019

Project Objectives

Review Demographic & Market Data
Related to City of Wilton Manors

Evaluate Current Uses of City Hall Property &
Its Presence on Wilton Drive

Discuss Alternative Scenarios for City Hall Property ~
Types of Uses, Scale, Activities, Complements to the Community
... **Hotel? Residential? Workplace? Civic? Parking? Other?**

Test Various **Scenarios to Evaluate Opportunities ...**
Program, Phasing, Revenues, Strategies & Benefits/Challenges

How Can the City Hall Property Best Serve Wilton Manors?

Study Area



NE 26th Street

NE 21st Court

Wilton Drive

CITY HALL



N Andrews Ave

N Dixie Hwy

FEC RR



Wilton Manors City Hall

City Hall Campus



City Hall Campus



City Hall Campus





Life's Just Better Here

City Hall Master Site Plan Workshop

May 21, 2019



What We Heard ...

- The City Hall campus should be the heart of WM - a true city center
- WM needs a hotel for special events & to boost the City's identity
- City Hall should have a venue for special events & activities
- Try to locate a plaza or amphitheater fronting Wilton Drive
- Parking garages should be artistic and able to be converted later
- Need varied housing types: condos, apartments, townhouses
- Consider specific groups, especially millennials and the elderly
- Wilton Towers is 10 stories – tall buildings (8-10 stories) make sense
- Keep public uses on site – City Hall, Hagen Park, recreational uses
- Make parking flexible and flexible for conversion
- Consider transportation trends – ridesharing, transit, walking, biking
- WM needs more cultural amenities – theatre space, outdoor venues
- Strategic focus should be to push “the market of fun”
- Look at spaces for small businesses – WeWork, incubator spaces
- Architecture should be warm and colorful, not brutal and stark

The Interconnected Policy Issues



Parking



Current Parking = 208 spaces


Parking



Mobility




2 FREE RIDES
DOWNLOAD APPS AND ENTER PROMO CODE



PROMO CODE:
SUMMERRIDE2016

1 FREE RIDE




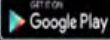
UBER

PROMO CODE:
UBERON2016

1 FREE RIDE

NEW USERS ONLY

Download on the  App Store

GET IT ON  Google Play



Cultural & Civic Presence



Cultural & Civic Presence



Placemaking



Development Program - Hotel

The logo for HVS, consisting of the letters 'HVS' in a white serif font on a red rectangular background.

SUMMARY OF FINDINGS

Proposed Hotel in Wilton Manors

WILTON MANORS, FLORIDA

SUBMITTED TO:

Leigh Ann Henderson, City Manager
Wilton Manors
2020 Wilton Road
Wilton Manors, FL 33305

+1 (786) 253-8436

PREPARED BY:

HVS Consulting & Valuation
8925 SW 148th Street, Suite 216
Miami, Florida 33176

+1 (305) 378-0404



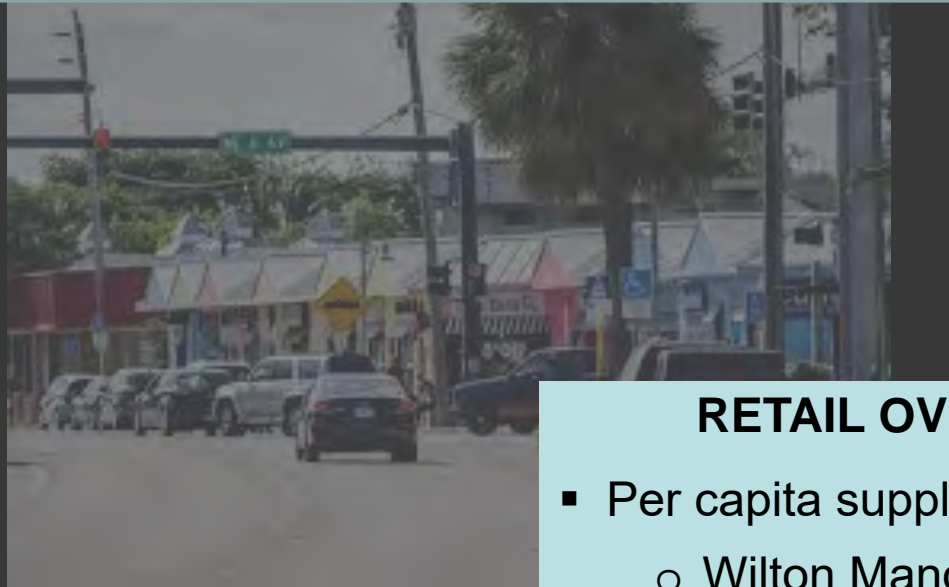
Development Program - Residential



Development Program – Office/Retail



Development Program – Office/Retail



RETAIL OVERVIEW

- Per capita supply:
 - Wilton Manors—**74 SF**
 - Hollywood—53 SF
 - U.S.—26 SF
 - Europe—2.6 SF



Development Program – Public



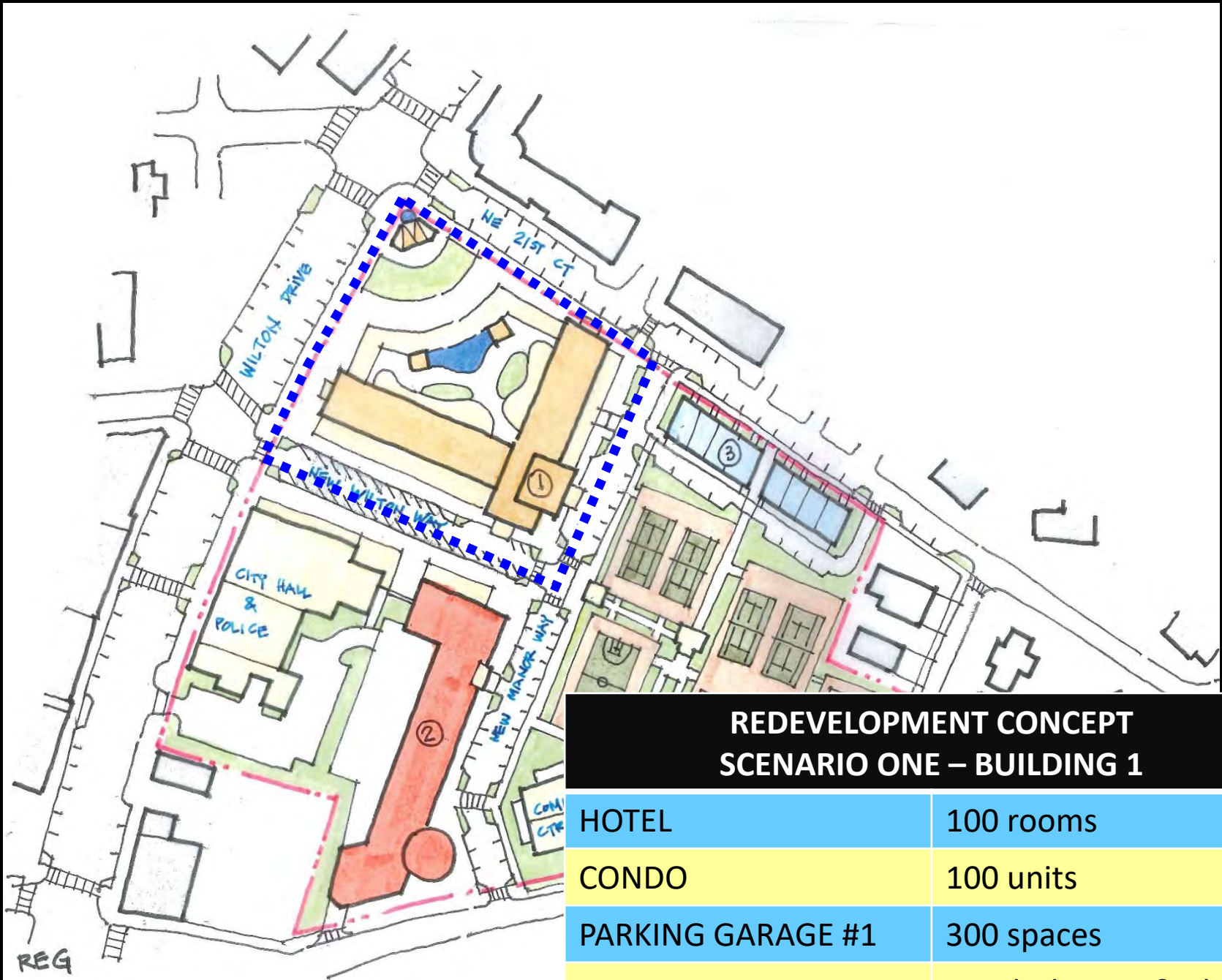
An architectural rendering of a modern, multi-story building complex, likely a city hall or government center, set in a vibrant, urban environment. The building features a mix of white and blue facades with large glass windows and balconies. In the foreground, a large, open plaza is filled with numerous people walking, sitting, and interacting, suggesting a lively public space. Palm trees and other greenery are scattered throughout the scene, adding to the tropical or coastal atmosphere. The sky is a clear, bright blue. The text "Wilton Manors City Hall Master Plan Concept Scenario One" is overlaid in the center of the image in a light blue, sans-serif font.

Wilton Manors
City Hall Master Plan Concept
Scenario One



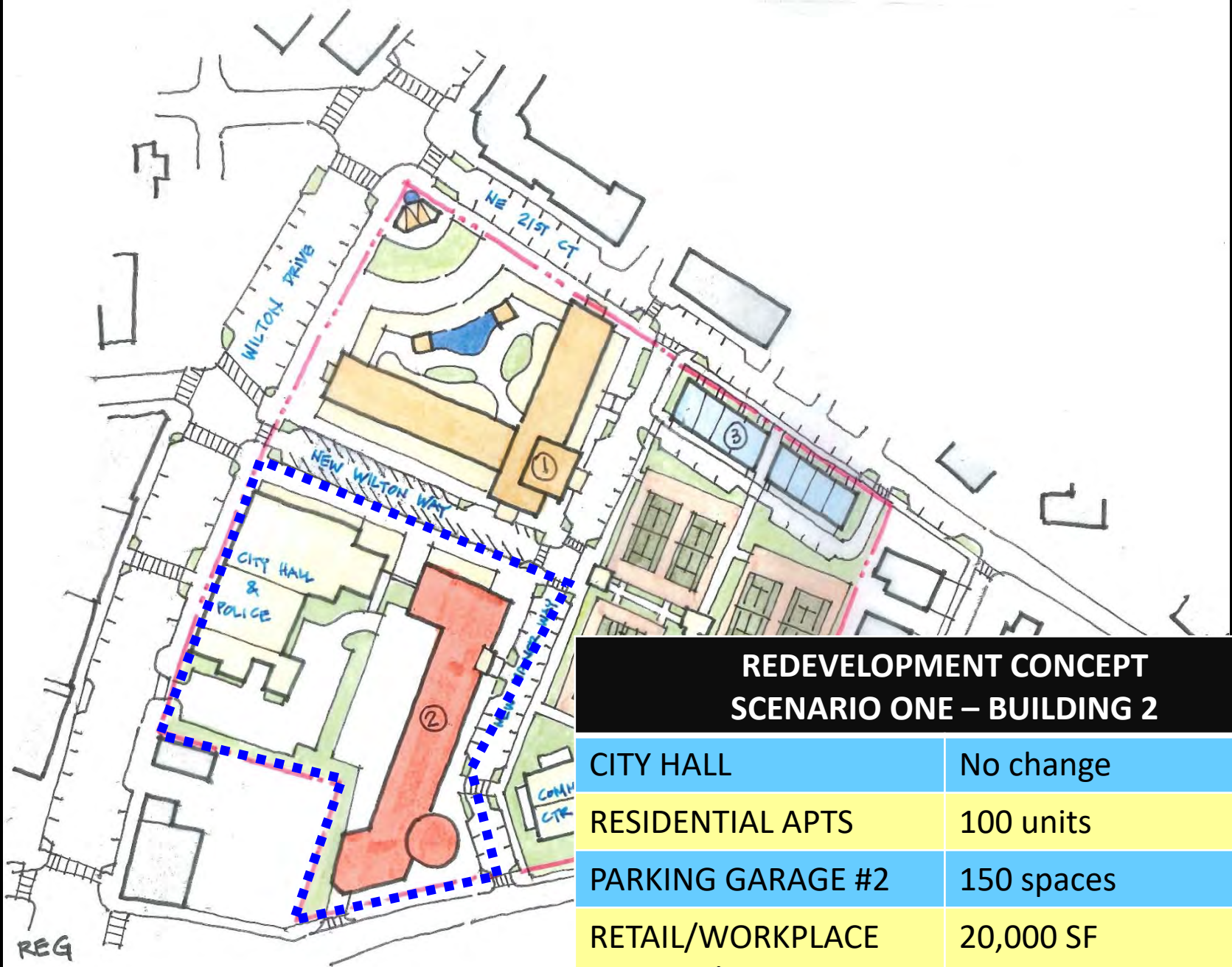
REG

6.5.19
CONCEPT #1



**REDEVELOPMENT CONCEPT
SCENARIO ONE – BUILDING 1**

HOTEL	100 rooms
CONDO	100 units
PARKING GARAGE #1	300 spaces
PUBLIC	Amphitheatre & Plaza

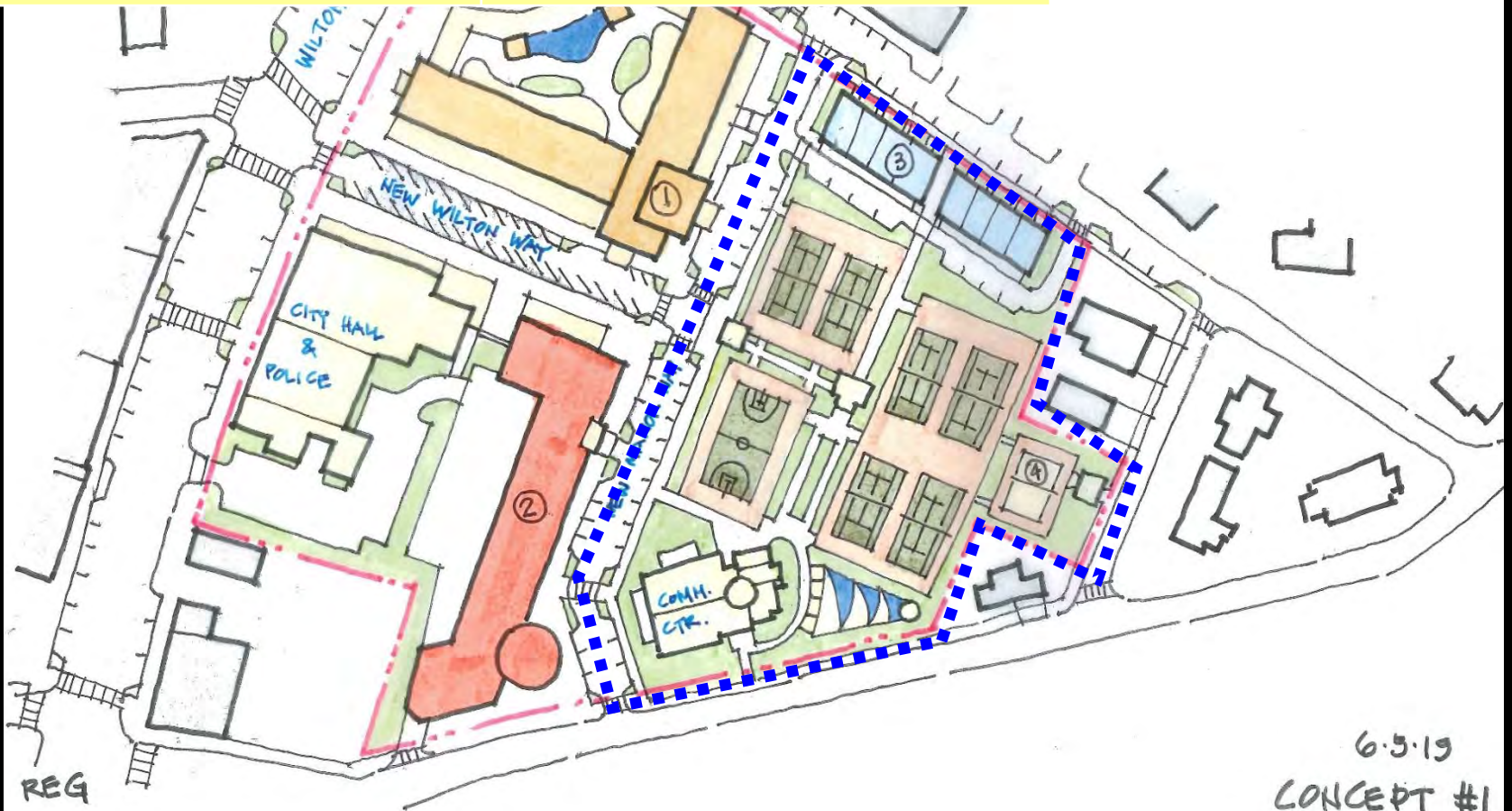


**REDEVELOPMENT CONCEPT
SCENARIO ONE – BUILDING 2**

CITY HALL	No change
RESIDENTIAL APTS	100 units
PARKING GARAGE #2	150 spaces
RETAIL/WORKPLACE WOMEN'S CENTER	20,000 SF

REDEVELOPMENT CONCEPT SCENARIO ONE – BUILDINGS 5, 6 & 7

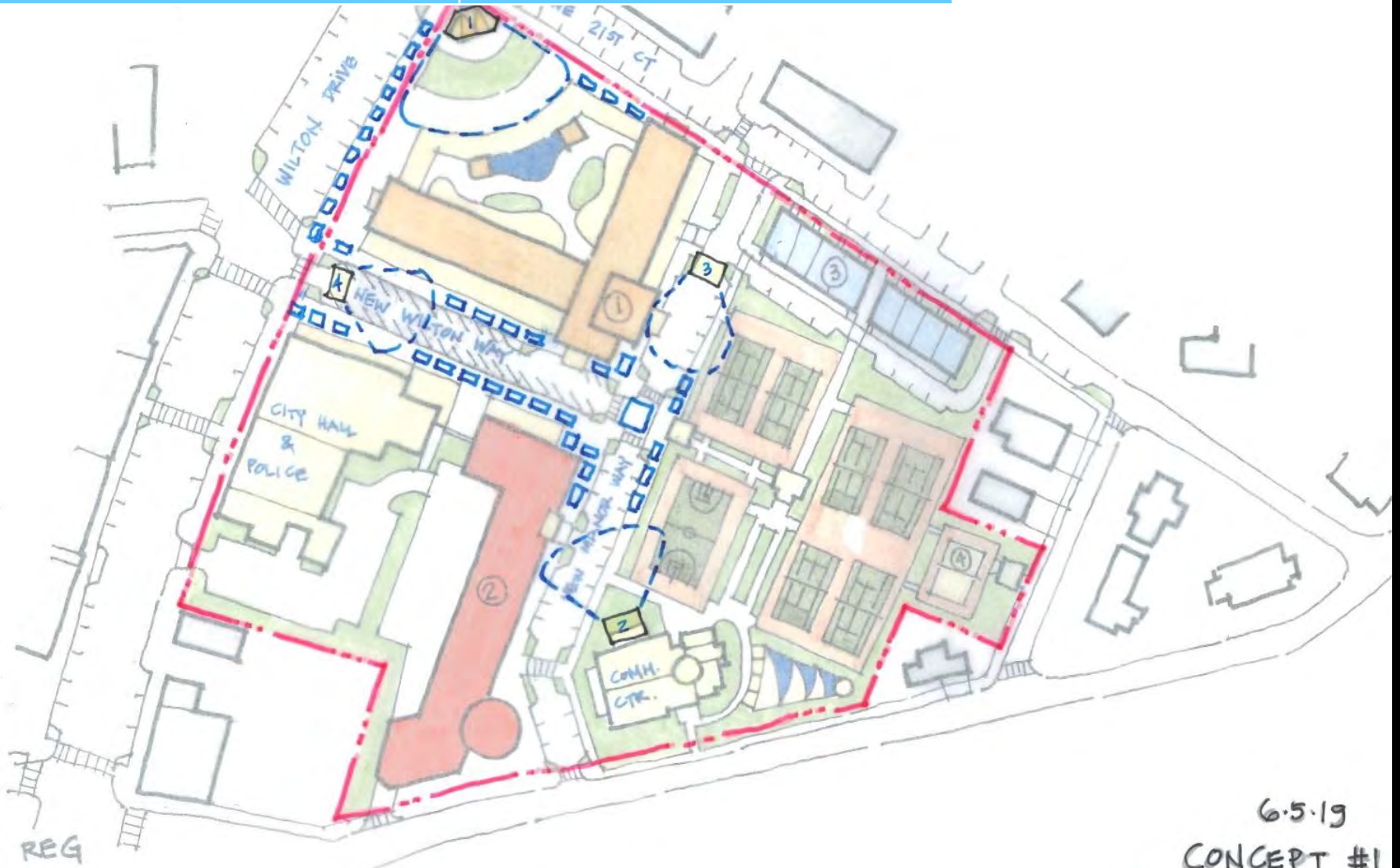
HAGEN PARK & CENTER	No change
RECREATIONAL FACILITIES	No change
CIVIC USES	New playground / dog park
TOWNHOUSES	8 units



REDEVELOPMENT CONCEPT SCENARIO ONE

SPECIAL EVENTS VENUES

4 stages



6.5.19
CONCEPT #1
SPECIAL EVENTS

**REDEVELOPMENT CONCEPT
SCENARIO ONE – TOTAL PROGRAM**

PUBLIC USES	No change
RECREATIONAL FACILITIES	Relocated, no change
CIVIC USES	New amphitheater / park New playground / dog park Relocated Women's Center 4 stages
HOTEL	100 rooms
RESIDENTIAL	208 units
RETAIL/OFFICE	20,000 SF
PARKING – 2 GARAGES	450 spaces
PARKING – TOWNHOUSE GARAGES	8 spaces
PARKING – ON-STREET	100 spaces
TOTAL PARKING	558 spaces
TOTAL PUBLIC PARKING	208 spaces

REG

CONCEPT #1











WILTON
RESIDENCES





City Hall Site Redevelopment: Financial Feasibility



WTL₊a

Real Estate & Economic
Advisors

Washington, DC &
Provincetown, MA

On behalf of:
**Treasure Coast
Regional
Planning Council
&
City of Wilton
Manors**

September 17, 2019

Summary: Demographics

- City has been growing since 2010:
 - 916 new residents & 432 new HHs
 - Average HH size is declining
 - 5 years: **607 new residents in 295 new HHs**
 - 10 Years: **up to 690 new units** if current growth rates continue
- How does growth translate into *demand* for new housing?
 - More children, active adults (55+)
 - Fastest-growing cohorts: 65+
 - Fewer adults in peak earning years
 - What types of units?
- Diversifying the City's economy—increasing daytime employment—is critical
 - Gained 640 new jobs since 2011
 - **670 new jobs** by 2024 if City maintains its share



Summary: Real Estate

- Growing housing market:
 - Housing starts: **28 units per year** past 17 years
 - Average values increasing 2%/year
 - “True vacancy”: **7.1%**
 - Success of The Metropolitan reflects *pent-up* demand
- Weakened commercial market:
 - **24% vacancy** in retail
 - Average age of office buildings: 47 years
 - Limited net office absorption (leasing) of **530 SF/year** past 20 years
 - **74 SF** of retail space per resident = 3X the national average!
- Strong hotel market conditions:
 - 6-year occupancies of **71.8%** *exceed* breakeven thresholds (65%) required to underwrite new construction
 - Performance of local B&Bs/inns, Airbnb, VRBOs & seasonal condo rentals *unknown*



City Hall Site: Key Opportunity

- Highly marketable site:
 - Excellent visibility for visitors & participants of public events
 - Existing role as destination for all residents
 - Anchor for nightlife district & retail corridor
- **Most compelling advantage: public ownership:**
 - Potential to offset challenges of financial viability
 - Offer land 'write-down' or discount in exchange for public benefits
- New development can provide multiple benefits:
 - Net new tax revenues (property, occupancy & retail sales)
 - Net new revenues from ground lease or direct land sale
 - New residents & employees to support local businesses

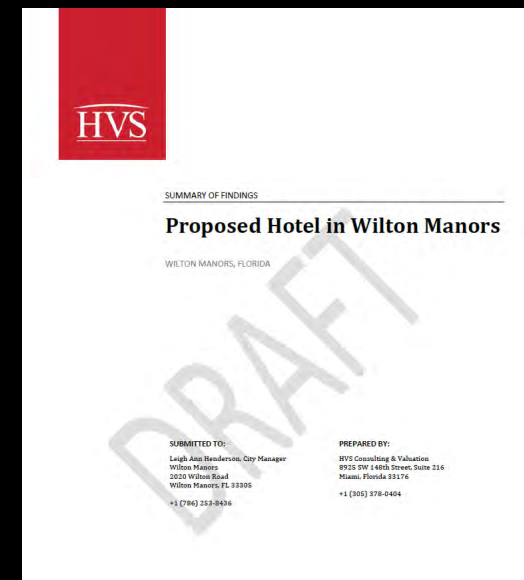
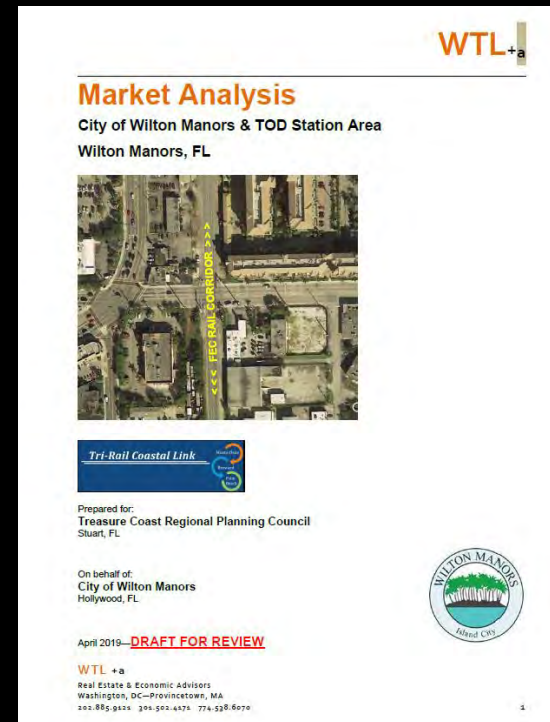


Why a Financial Feasibility Study?

- Measure investment viability of specific land uses to determine whether uses will attract private investment:
 - Housing
 - “Workplace”—office
 - Supporting services—retail
 - Hotel/lodging
- Estimate potential revenues that may accrue to the City
- Estimate potential “residual value” to offset infrastructure or land costs, public realm improvements, etc.
- Inform City decisions regarding potential disposition strategies:
 - Joint development
 - Public-private partnership
 - Fee simple sale or long-term ground lease
 - Issuance of a Request for Qualifications (RFQ) or Request for Proposals (RFP)
- Ensure planning concepts & policy approaches are grounded in financial & market realities

Key Assumptions

- Models utilize market-based inputs identified in 2019 market studies:
 - Commercial office & market rents
 - For-sale housing prices
 - Multi-family rents
 - Annual absorption (leasing/sales)
 - Hotel recommendations (HVS)
- Hard & soft construction costs based on similar projects in South Florida
- Land development & infrastructure costs are unknown; model assumes 20%:
 - Scenario #1: \$16.3 million
 - Scenario #2: \$25.1 million
- Models reflect industry-standard analysis & metrics:
 - 10-year cash flow & disposition (sale) of asset in year 10
 - Minimum return to developer of **12%**



Key Findings: Scenario #1

- Uses producing positive residual value:
 - Hotel (limited, highly sensitive to room rates, occupancy)
 - Office & retail (limited due to low market rents, fitout costs)
 - For-sale & multi-family housing (strong)
 - Townhouses (moderate)
 - Surface parking (strong)
- Structured parking produces negative residual value unless:
 - Hourly rates increase to \$2.50/space
 - Monthly (reserved) rents of \$225/month



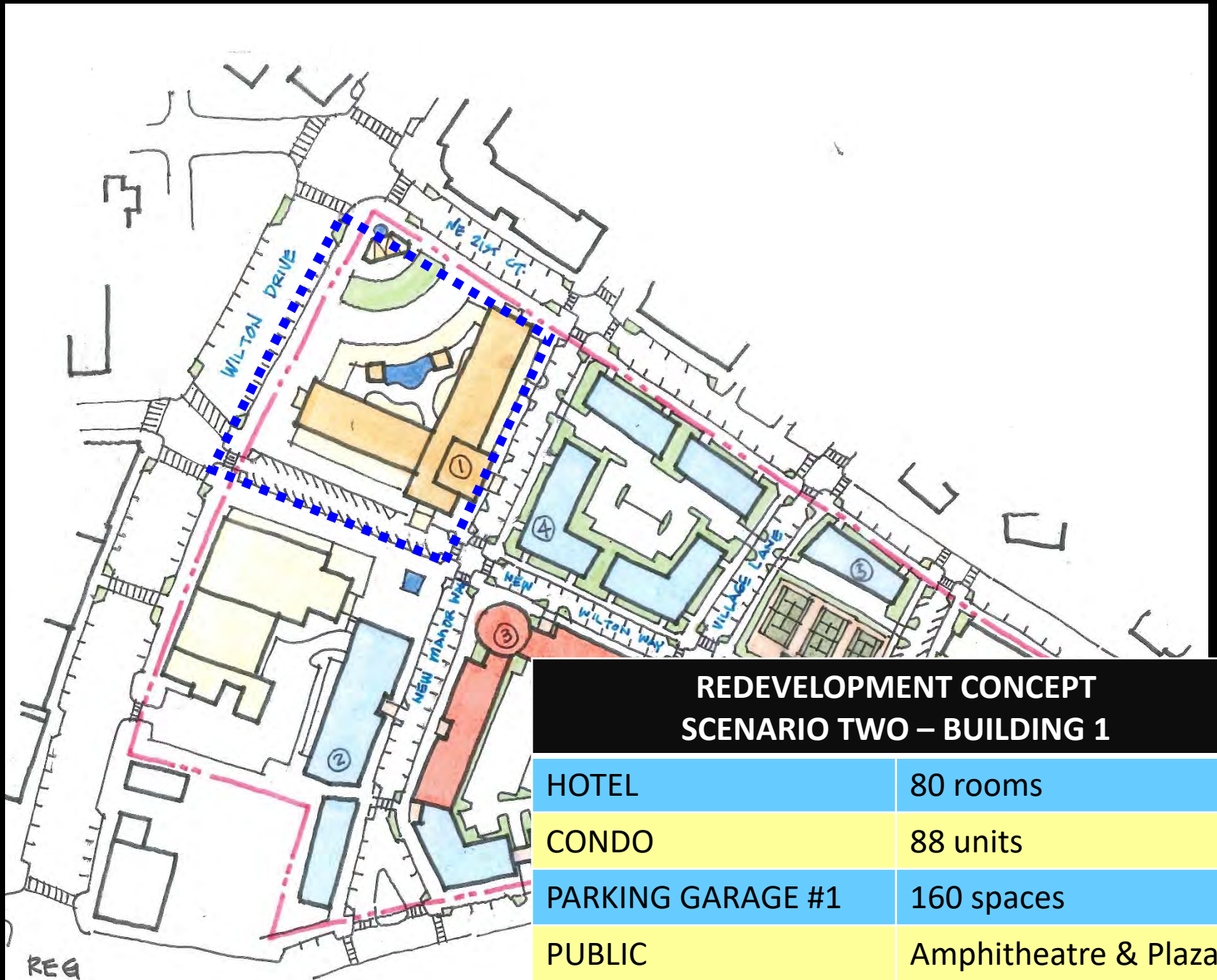
An architectural rendering of a modern, multi-story building complex, likely a city hall or government center, set in a vibrant urban environment. The building features a mix of white and blue facades with large glass windows and balconies. In the foreground, a wide, paved plaza is filled with a diverse group of people walking, sitting, and interacting. Palm trees and other greenery are scattered throughout the scene, adding to the tropical or coastal atmosphere. The sky is a clear, bright blue. The text "Wilton Manors City Hall Master Plan Concept Scenario Two" is overlaid in the center in a light blue, sans-serif font.

Wilton Manors
City Hall Master Plan Concept
Scenario Two



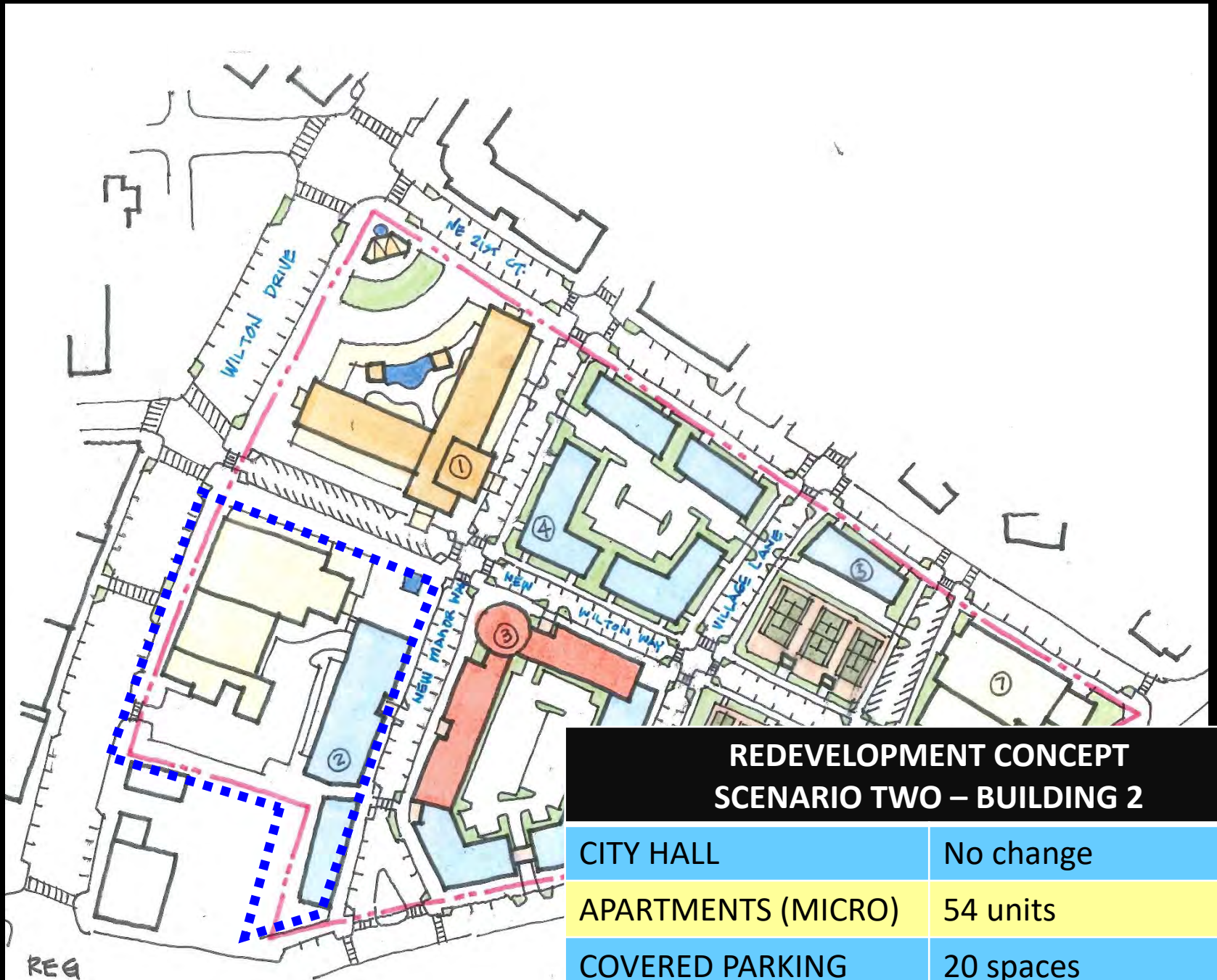
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6.5.13
CONCEPT #2



**REDEVELOPMENT CONCEPT
SCENARIO TWO – BUILDING 1**

HOTEL	80 rooms
CONDO	88 units
PARKING GARAGE #1	160 spaces
PUBLIC	Amphitheatre & Plaza



**REDEVELOPMENT CONCEPT
SCENARIO TWO – BUILDING 2**

CITY HALL

No change

APARTMENTS (MICRO)

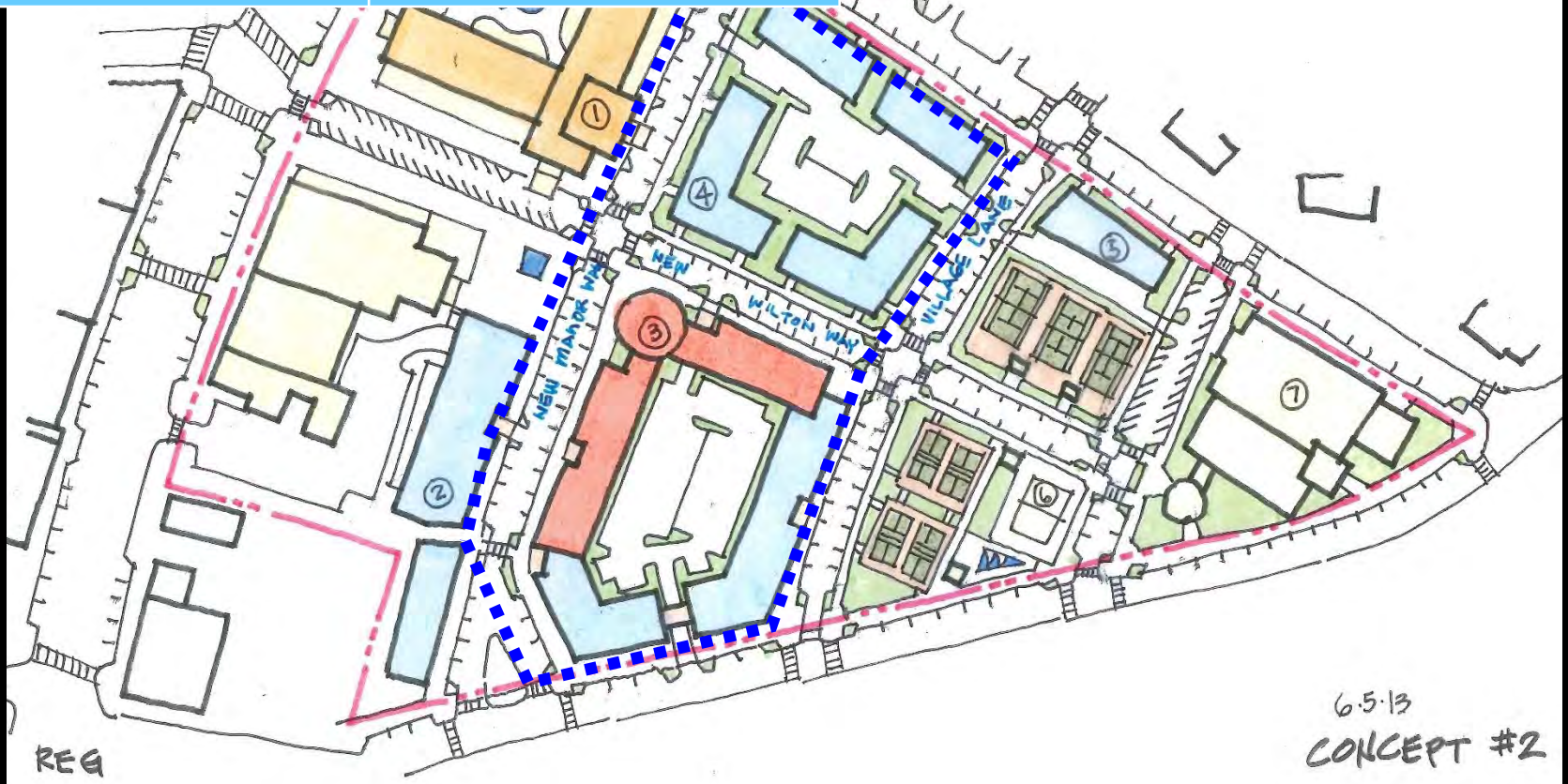
54 units

COVERED PARKING

20 spaces

REDEVELOPMENT CONCEPT SCENARIO TWO – BUILDINGS 3 & 4

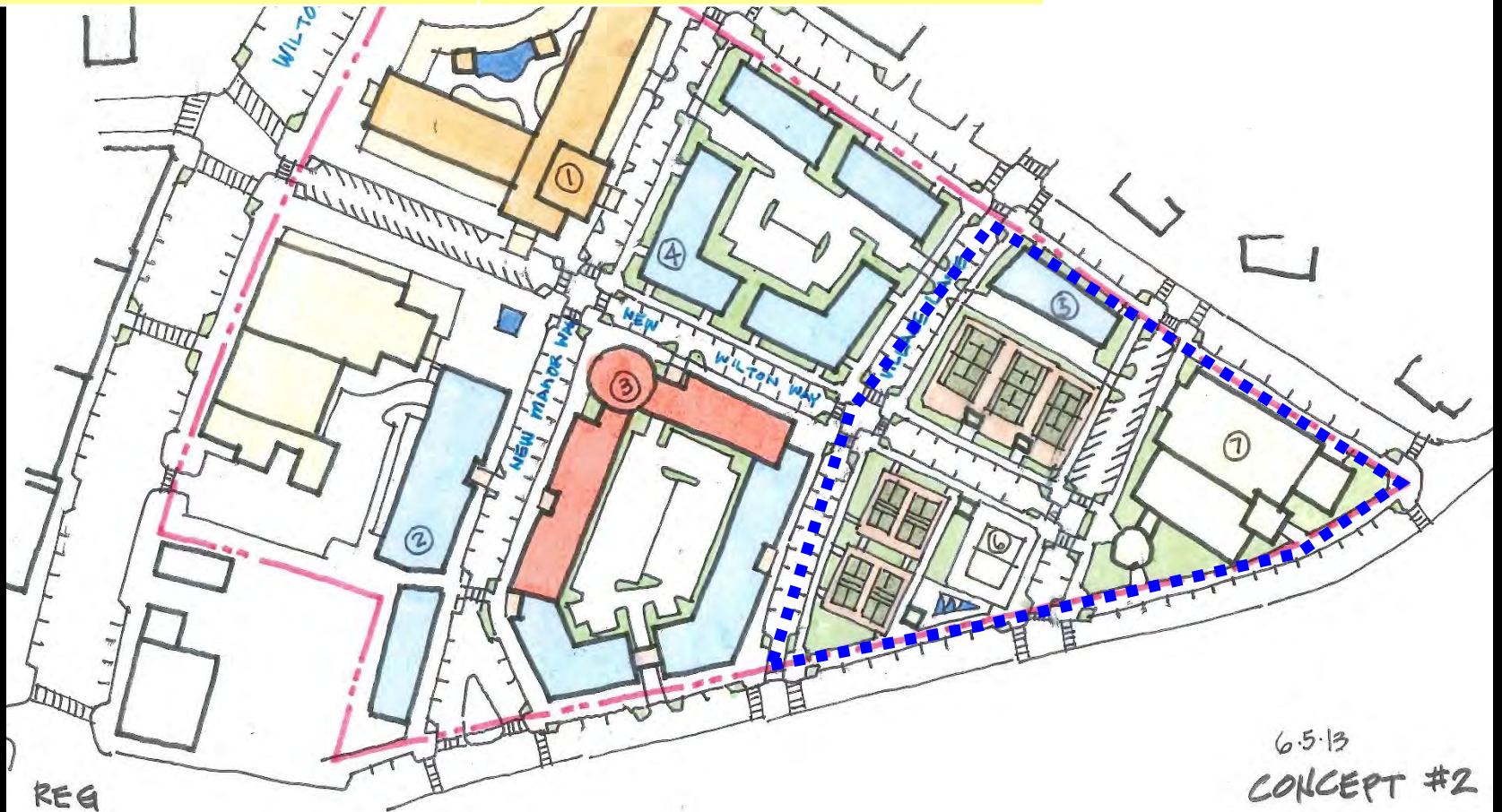
RESIDENTIAL (SITE 3)	250 units
WOMEN'S CENTER	2,000 SF
PARKING GARAGE #2	454 spaces
RESIDENTIAL (SITE 4)	100 units
SURFACE PARKING	45 spaces



6.5.13
CONCEPT #2

REDEVELOPMENT CONCEPT SCENARIO TWO – BUILDINGS 5, 6 & 7

HAGEN PARK & CENTER	Relocated, new building
RECREATIONAL FACILITIES	Relocated, tennis & pickleball
CIVIC USES	New playground / dog park
TOWNHOUSES	5 units



REDEVELOPMENT CONCEPT SCENARIO ONE

SPECIAL EVENTS VENUES

4 stages



6-5-13
CONCEPT #2
SPECIAL EVENTS

**REDEVELOPMENT CONCEPT
SCENARIO TWO – TOTAL PROGRAM**

PUBLIC USES	No change
RECREATIONAL FACILITIES	New Community Center Tennis & pickleball courts
CIVIC USES	New amphitheater / park New playground / dog park 4 stages
HOTEL	80 rooms
RESIDENTIAL	497 units
RETAIL/OFFICE	2,000 SF
PARKING – 2 GARAGES	
	614 spaces
PARKING – TOWNHOUSE GARAGES, INTERIOR, COVERED	
	65 spaces
PARKING – ON-STREET	
	230 spaces
TOTAL PARKING	914 spaces
TOTAL PUBLIC PARKING	
	308 spaces

Key Findings: Scenario #2

- Uses producing positive residual value:
 - Hotel (limited, highly sensitive to room rates, occupancy)
 - Office & retail (limited due to low market rents, fitout costs)
 - For-sale housing (moderate unless sales prices exceed \$475,000)
 - Townhouses & micro-unit housing (moderate)
 - Multi-family housing (strong)
 - Surface parking (strong)
- Structured parking produces negative residual value unless:
 - Hourly rates increase to \$2.50/space
 - Monthly (reserved) rents of \$250/month



Summary: Comparison of Residual Values

Scenario #1:

Developer Return	Residual Land Value (NPV) In \$ Millions		Current Land Value In \$ Millions		Overage/Shortfall In \$ Millions	
8%	\$	22,300	\$	4,283	\$	18,000
10%	\$	13,700	\$	4,283	\$	9,400
12%	\$	7,100	\$	4,283	\$	2,800
14%	\$	2,000	\$	4,283	\$	(2,300)
16%	\$	(1,800)	\$	4,283	\$	(6,100)

Scenario #2:

Developer Return	Residual Land Value (NPV) In \$ Millions		Current Land Value		Overage/Shortfall In \$ Millions	
8%	\$	34,600	\$	6,289	\$	28,300
10%	\$	19,600	\$	6,289	\$	13,300
12%	\$	8,200	\$	6,289	\$	1,900
14%	\$	(300)	\$	6,289	\$	(6,600)
16%	\$	(6,800)	\$	6,289	\$	(13,100)

City of Wilton Manors

City Hall Master Site Plan

Work in Progress Presentation



DISCUSSION

City of Wilton Manors

City Hall Master Site Plan

Work in Progress Presentation



Thank You