CITY OF FORT LAUDERDALE

1911-2011

Middle River-South Middle River-Sunrise Boulevard

Community Redevelopment Plan

01

12

PMG Associates, Inc.

CIVIC DESIGN ASSOCIATES

URBAN PLANNING | REDEVELOPMENT | ARCHITECTURE

Acknowledgements

Fort Lauderdale City Commission and CRA Board of Directors

- John P. "Jack" Seiler, Mayor
- Bobby B. DuBose, Vice-Mayor, Commissioner, District 3
- Bruce G. Roberts, Commissioner - District 1
- Charlotte E. Rodstrom, Commissioner - District 2
- Romney Rogers, Commissioner - District 4

City Manager

- Lee Feldman, ICMA-CM
- Susan Torriente, Assistant City Manager
- Stanley Hawthorne, Assistant City Manager

City of Fort Lauderdale Department of Sustainable Development

- Al Battle, Acting NPF CRA Manager
- Greg Brewton, Director
- Wayne Jessup, Deputy Director
- Jenni Morejon, Acting Urban Design and Development Manager

Other Organizations

- City of Fort Lauderdale Planning and Zoning Board
- 13th Street Alliance
- Middle River Terrace Neighborhood Association
- South Middle River Civic Association
- Ironworkers 272 J A T C

Consultant Project Team

- Phil Gonot, PMG Associates, Inc.
- Kathy Gonot, PMG Associates, Inc.
- Stephen Gonot, PMG Associates, Inc.
- James Hill, Civic Design Associates, Inc.
- Jose Rosales, Civic Design Associates, Inc.

Middle River/South Middle River/Sunrise Boulevard CRA Redevelopment Plan

Table of Contents

Section I Executive Summary I-1

Introduction I-1

Findings I-1

Recommendations I-2

Section II Establishment of the CRA II-1

Creation, Severability, and Powers of the Middle River/South Middle River/Sunrise Boulevard CRA II-1

Authority to Undertake Redevelopment II-7

Community Redevelopment Plan II-8

Tax Increment and Tax Increment Financing II-8

Consistency with Fort Lauderdale City Comprehensive Plan II-9

Neighborhood Impact of Redevelopment Efforts II-9

Safeguards to Ensure Redevelopment Activities Follow Redevelopment Plans II-10

Legal Description of the Middle River/South Middle River/Sunrise Boulevard Community Redevelopment Area II-13

Section III Existing Conditions III-1

Overview of the Area III-1

Brief History of the Middle River/South Middle River/Sunrise Boulevard Area III-2

Economic Base III-3

Population, Demographics, Income, Employment & Housing Statistics III-3

Community Facilities and Institutions III-6

Houses of Worship III-7

Park and Recreation Facilities III-7

Land Uses and Existing Zoning III-8

Vacant Parcels III-13

Infrastructure III-15

Part IV Public Process, Previous Plans and Prioritization IV-1
Fort Lauderdale Community Redevelopment Plan IV-1
Northwest/Progresso/Flagler Heights Implementation Plan IV-4
Finding of Necessity IV-4
Initial Community Meeting for the Community Redevelopment Plan IV-8
TOD Planning – City of Fort Lauderdale IV-10

Part V Redevelopment Strategies V-1
Purpose V-1
Economic Development Strategy V-2
Housing Strategy V-6
Infrastructure and Neighborhood Improvement Projects V-8
Grant and Financing Projects V-9
Land Acquisition V-11
Planning and Pursuit of Land Use and Zoning Changes V-12
Community Policing V-12
Administration V-13
Other Issues V-15

Part VI Implementation Plan VI-1
Implementation Through the Financing Plan VI-1
Identification of Catalyst Projects/Programs and 10-Year Goals VI-5

Part VI Exit Strategy VII-1
When is Redevelopment Complete VII-1
When Has the CRA Completed Its Assigned Task VII-1
Five (5) Year Plan Review as a Method of Mitigating Changes in Local Conditions VII-1
Termination of Tax Increment Payments VII-2

A. Introduction

The Fort Lauderdale City Commission found the Middle River/South Middle River/Sunrise Boulevard Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of blight. This designation is in accordance with the provisions as defined in the Florida State Statutes, Section 163.340, and thus authorized the preparation of a Community Redevelopment Plan.

The Community Redevelopment Plan identifies and develops processes and activities to eliminate and prevent the spread of blighting conditions and to develop workable programs to aid in rehabilitation, conservation, and redevelopment. The Plan contained herein addresses the entirety of the Middle River/South Middle River/Sunrise Boulevard Area.

The CRA area lies within City Commission Districts 2 and 3. The area includes 344 acres and is generally bounded by 13th and 16th Streets on the north, Sunrise Boulevard on the south, on the west by Powerline Road and I-95, and on the east by the FEC Railroad right of way.

The City of Fort Lauderdale contracted with PMG Associates, Inc. with Civic Design Associates, Inc. to draft a Redevelopment Plan for the area known as the Middle River/South Middle River/Sunrise Boulevard area as required by law, in the Community Redevelopment Act of 1969, F.S. 163, Part III.

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the CRA and the City Commission.

B. Findings

The following are some of the findings of this report relative to the Plan Strategies and Implementation:

- At the time of its anticipated establishment, the Middle River/South Middle River/Sunrise Boulevard CRA's base year property evaluation (estimated 2011 Taxable Value) is estimated at $162 million.

- The percentages of business establishments in the Middle River/South Middle River/Sunrise Boulevard area are as follows: the Service Industries (37.9%), followed by Retail Businesses (37.5%) with no other classification over 9%.

- The estimated population in the Middle River/South Middle River/Sunrise Boulevard area as of 2010, was approximately 4,300 people.

- The average household income of the residents in the CRA in 2010 was estimated at $37,256. This was significantly lower than the City average of $74,854 during this same period.

- It is estimated that 33.1% of residents of the CRA area are living in poverty. This figure compares to the City-wide rate of 13.9%.

- The racial composition of the population residing within the Middle River/South Middle River/Sunrise Boulevard CRA is:
    - Black (61.7%)
    - White Non-Hispanic (14.3%)
    - Other (3.0%)
    - Two or more (21.0%)
        - Hispanic (6.8%)
        - Non-Hispanic (93.2%)

- Within the CRA boundaries, 32.0% of the housing is owner-occupied, and 68.0% is renter-occupied.

C. Recommendations

- Economic Development Projects and Programs may include:
    - Attraction of users creating jobs and/or constructing facilities in the area.
    - Construction of new retail/office facilities.
    - Rehabilitation of existing, useable and viable structures.
    - Attraction of new jobs in office/retail/restaurant.
    - Attraction and assistance to the creation of the TOD.
    - The following should be undertaken as soon as funds and/or staff are available:
        - Creation of a developer/business liaison.
        - Creation of appropriate incentive programs to attract new construction and jobs to both the industrial and retail areas of the CRA.
        - Creation of appropriate Business Development Programs to promote the location of small businesses in CRA and to promote and assist entrepreneurial ventures by residents of the CRA.
        - Code Compliance and Code Compliance education.
        - Creation and implementation of design regulations for signage.

- Some of the recommended Housing Projects and Programs that the CRA may consider are:
    - Attraction of Private developers to the undertake projects in the CRA district.
    - Owner-occupied home rehabilitation (including attraction of CDBG, SHIP, HOME and other non-CRA funds) in the area.
    - Acquisition of vacant lots with rights to residential use.

- Aggregation of privately owned (by agreement with owner) and/or publicly-owned lots into groupings appropriate for disposal via Developer RFP for market-rate housing.
- Promote mixed use and TOD projects in the Corridor and recommended locations.
- Disposal of mixed use and TOD assemblages via Developer RFP.
- Replacement of sub-standard housing.

- ROW and Streetscape Priorities should consider:
  - The ROW and streetscape projects may be funded as funds become available or incorporated into other development projects.

- Community Policing Services that should be considered:
  - Establish and fund community policing programs in the community.

- Administration:
  - Staff and other costs incurred by the City for services provided to the CRA are typically reimbursed by the Agency based on the services provided.

- Potential Expansion of the District:
  - The City of Fort Lauderdale should also consider expanding the boundaries of the CRA. The potential areas of expansion are:
    - Northward to 16th Street or the municipal boundaries
    - Eastward to 15th Avenue or Federal Highway
    - Westward to I-95
    - Square off the boundaries of the district

A. Creation, Severability, and Powers of the Middle River/South Middle River/Sunrise Boulevard CRA

Creation

Upon a Finding of Necessity, and subsequent to the adoption of the required resolution and ordinances, the Fort Lauderdale City Commission may create the Middle River/South Middle River/Sunrise Boulevard Community Redevelopment Agency.

The Commission, by adoption of the Finding of Necessity, found the Study Area to be impaired by a combination of factors and conditions indicative of slum and blight, as defined in the Florida State Statutes, Section 163.340, and thus authorized the preparation of a Community Redevelopment Plan. The Community Redevelopment Plan identifies and develops processes and activities to eliminate and prevent the spread of blighting conditions and to develop workable programs to aid in rehabilitation, conservation, and redevelopment.

The Middle River/South Middle River/Sunrise Boulevard CRA shall be a public body corporate and shall be constituted as a public agency. The composition of the CRA Board of Commissioners shall adhere to the requirements established in Section 163.356 and Section 163.357, Florida Statutes. The authority to determine which option regarding Board composition is vested in the Fort Lauderdale City Commission.

Severability

Should any provision, section, subsection, sentence, clause, or phrase of this plan be declared to be invalid or unconstitutional by the courts, such declaration shall not affect the validity of the remaining portions of this Plan.

Powers

The powers of the CRA shall be in compliance with Chapter 163, Part III, Florida Statutes. All powers provided by the governing statute shall be granted to the Middle River/South Middle River/Sunrise Boulevard CRA unless specifically prohibited by the Interlocal Agreement that shall be negotiated between the Fort Lauderdale City Commission and the CRA. The powers, as enumerated in the Statute, are as follows:

Section 163.370, Florida Statutes; Powers; counties and municipalities; community redevelopment agencies

1) Counties and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.

(2) Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.

(b) To disseminate slum clearance and community redevelopment information.

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:

1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.

2. Demolition and removal of buildings and improvements.

3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.

4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.

5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.

6. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.

7. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.

10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:

1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.

2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.

3. To hold, improve, clear, or prepare for redevelopment any such property.

4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.

5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.

6. To enter into any contracts necessary to effectuate the purposes of this part.

7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

(f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

(g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

(h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.

3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

(i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

(j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

(k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

(l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

(m) To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.

(n) To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.

(o) To develop and implement community policing innovations.

(3) The following projects may not be paid for or financed by increment revenues:

(a) Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.

(b) Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

(4) With the approval of the governing body, a community redevelopment agency may:

(a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.

(b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

Interlocal Agreement

If the Fort Lauderdale City Commission decides to form a citizen's board, they may assign terms and conditions as it deems appropriate regarding the governance and responsibilities of the CRA through an Interlocal Agreement. This agreement shall be subordinate to Chapter 163, Part III, Florida Statutes, and the officially adopted Redevelopment Plan. The Interlocal Agreement may be ratified between the Fort Lauderdale City Commission and the CRA Board of Commissioners as they sit in the capacity of a separate and distinct legal entity as per Section 163.357, Florida Statutes.

B. Authority to Undertake Community Redevelopment

The Middle River/South Middle River/Sunrise Boulevard CRA Plan has been prepared under the direction of the City of Fort Lauderdale in accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III. The adoption of this plan, and any subsequent modifications or amendments, shall follow the procedures as required by public hearings and the adoption of the necessary resolutions and ordinances.

In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment." For the purposes of this Community Redevelopment Plan, the following definition, taken from the Florida State Statutes shall apply.

Section 163.340, Florida Statutes:

"Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a "Finding of Necessity" by the governing body. This finding must demonstrate that:

Section 163.355, Florida Statutes:

1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality; and

(2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

The Fort Lauderdale City Commission adopted a Finding of Necessity declaring a condition of slum or blight in the Middle River/South Middle River/Sunrise Boulevard Study Area, and determined that the area within the CRA boundaries is in need of redevelopment.

The Middle River/South Middle River/Sunrise Boulevard Community Redevelopment Agency (CRA), reserves for itself, its officers, employees and agents, all the powers, duties and responsibilities vested to it and provided by the Redevelopment Act to carry out the purposes and intent of this Redevelopment Plan, including the use of the power of eminent domain, if delegated to it by the City.

It is the intent of the City of Fort Lauderdale and the Middle River/South Middle River/Sunrise Boulevard CRA that whenever reference is made in this Redevelopment Plan to the City or CRA to exercise some of the power or authority granted by the Redevelopment Act, then such power and authority are deemed to have been granted and exercisable in connection with the implementation of this Plan.

This Plan contains provisions that contemplate actions to be taken by the City of Fort Lauderdale, including the City Commission and various divisions, departments or boards of the City. All actions pursuant to the Plan are subject to City review.

C. The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a Redevelopment Plan approved by the CRA and the City Commission. Like the City's Comprehensive Plan, the Community Redevelopment Plan is an evolving document, which is evaluated and may be amended on a regular basis, as necessary, in order to accurately reflect changing conditions and community objectives. Any modifications to the plan must also be approved by the City Commission.

D. Tax Increment and Tax Increment Financing

The State, in adopting Florida Statute 163, Part III, created the CRA's main source of income, tax increment funds (TIF). All CRAs in Florida are dependent taxing districts, which means that they depend upon other taxing districts to make contributions to their trust fund. The TIF funds are based upon the added value of property values within a CRA district once the base year has been set by a CRA's governing body. At the time of its anticipated establishment in 2012, the Middle River/South Middle River/Sunrise Boulevard CRA's base year property evaluation (Taxable Value) is estimated at $162,010,550.

Tax increment revenue can be used for any programs that are described in an approved Community Redevelopment Plan. Tax increment funds can also be used for administrative costs and for the repayment of revenue bond(s) debt service and fees. As the CRA invests its funds on redevelopment projects and programs, and completes them, it is expected that the assessed property values in the CRA will rise, which in turn will provide for more tax increment income. Significant tax increment revenue does not appear until redevelopment occurs and existing property values increase.

One of the most powerful tools that a CRA has in order to encourage redevelopment is the power to issue revenue bonds. A CRA may use a portion of its annual funds to pay any bond debt that has been properly authorized. Over time, the CRA can utilize this tool to finance infrastructure and many other programs and projects. By making improvements with the funds generated by revenue bonds, the CRA can accelerate the redevelopment process.

E. Consistency with the Fort Lauderdale City Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan be consistent with the City's Comprehensive Plan. In order to remain current, the Plan may have to be amended when programs are changed, or as new programs and projects are proposed.

Based upon review and approval of this plan by the Fort Lauderdale City Planning Department, the CRA Community Redevelopment Plan will meet the criteria for consistency with the Comprehensive Plan. In addition, this Plan was reviewed by the City of Fort Lauderdale Planning and Zoning Board to determine if the Plan was consistent with the City of Fort Lauderdale Comprehensive Plan. The Planning and Zoning Board met on December 21, 2011 and unanimously concurred that the Redevelopment Plan was in conformity with the Comprehensive Plan.

F. Neighborhood Impacts of Redevelopment Efforts

The following section describes the potential impacts of redevelopment efforts on the residential neighborhoods and commercial of the CRA Area. While neighborhood impacts have been considered for the specific redevelopment actions recommended in the Plan, it should be noted that these projects are in preliminary stages of planning. Therefore, some impacts resulting from their implementation may be determined at a later date, particularly as projects become more clearly defined.

Relocation of Displaced Residents and Businesses

In connection with the contemplated projects in this plan, some relocation of residents may become necessary. It is also important to note that changing conditions and modifications to planned projects may result in additional residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be included with the project, submitted for official action by the Fort Lauderdale City Commission.

In accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III, the Middle River/South Middle River/Sunrise Boulevard CRA is authorized to "prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations and others,) displaced from a community redevelopment area, and to make relocation payment to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government."

Through the combined efforts of the CRA, the City, and private development, the neighborhood housing stock may be expanded and thereby provide opportunities for the relocation of residents elsewhere in the neighborhood.

When required by redevelopment actions, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted CRA procedures. Any financial assistance required by these procedures will become the responsibility of the CRA or other participating governmental agencies.

Traffic Circulation

Proposed road and traffic improvements should be designed to provide safe and convenient movement of pedestrians and vehicles to, within, and through the Redevelopment Area.

Environmental Quality

The CRA proposes to improve the environmental quality of the Redevelopment Area as redevelopment proceeds. These improvements are primarily related to the recommended improvements to the infrastructure (drainage, water, sewer,) and the emphasis on code enforcement and housing rehabilitation.

Community Facilities

CRA activities are anticipated to have a positive impact on the existing community facilities in the Redevelopment Area. There will be continuing improvement to all service systems (parks, roads, sidewalks, drainage, and utilities.)

G. Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan

The Middle River/South Middle River/Sunrise Boulevard CRA Board shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency. The CRA Board shall publicly adopt by-laws to govern its activities and to ratify its administrative policies.

The Middle River/South Middle River/Sunrise Boulevard CRA shall file an annual report with the State's Auditor General's Office, the City Commission and the City Clerk's Office. This report shall contain a programmatic overview of the activities of the Middle River/South Middle River/Sunrise Boulevard CRA as allowed by the Redevelopment Plan.

The Middle River/South Middle River/Sunrise Boulevard CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions, covenants, running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Plan.

Safeguards to Ensure Financial Accountability

1. The Middle River/South Middle River/Sunrise Boulevard CRA shall maintain adequate records to provide for an annual audit which shall be conducted by an independent knowledgeable auditor selected by the City Commission. The findings of the audit shall be presented at a public meeting of the Middle River/South Middle River/Sunrise Boulevard CRA Board and such findings shall be forwarded to the State Auditor General's Office by March 31 of each year for the preceding fiscal year, which runs from October 1 through September 30.

   The annual Audit report shall be accompanied by the Middle River/South Middle River/Sunrise Boulevard CRA's Annual Report and shall be provided to the City Commission and the Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Report.

2. The Middle River/South Middle River/Sunrise Boulevard CRA shall file all reports necessary to comply with the "Special Districts" requirements of the State of Florida.

3. Progress reports shall be included in each annual budget. A progress report outlook that reviews progress of the CRA to date shall be reviewed as part of any request for issuance of any TIF backed bond or similar instrument. This report shall also include the extent to which projects and programs shall be advanced by the requested indebtedness.

4. All Middle River/South Middle River/Sunrise Boulevard CRA tax increment financing funds shall be held in a Redevelopment Trust Fund separately from other funds as required by state law.

Safeguards to Ensure Proper Implementation and Project/Program Accountability

1. Measurable objectives for each Middle River/South Middle River/Sunrise Boulevard CRA program shall be established upon its administrative design and funding approval by the Board. This shall be done on an annual basis at the time the TIF budget is adopted.

2. The Middle River/South Middle River/Sunrise Boulevard CRA may hold an annual informational public workshop to:

   a. Report on the status and progress of programs and projects;
   b. Gather input from property owners, citizens and interested parties regarding redevelopment activities; and
   c. Discuss strategies relating to local redevelopment issues.

Safeguards Through Retention of Certain Powers By The City

Powers retained by the City shall be provided in the Interlocal Agreement between the Agency and the City.

Providing For a Time Certain and Severability

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration, or commitment of up to, but not exceeding, thirty (30) years from the date of adoption by the Fort Lauderdale City Commission. The start date for the thirty-year clock shall be the Plan adoption and approval date of the City Commission.

H. Legal Description of the Middle River/ South Middle River/Sunrise Boulevard Community Redevelopment Area

The area that will be known as the Middle River – South Middle River – Sunrise Boulevard Community Redevelopment Area is located in that part of the City of Fort Lauderdale containing approximately 344 acres and more particularly described as:

LANDS LYING IN SECTIONS 3 AND 4, TOWNSHIP 50 SOUTH, RANGE 42 EAST AND SECTIONS 33, 34 AND 35, TOWNSHIP 49 SOUTH, RANGE 42 EAST, BROWARD COUNTY, FLORIDA, BEING DESCRIBED AS:

BEGINNING AT THE INTERSECTION OF THE WESTERLY RIGHT OF WAY LINE OF FLAGLER DRIVE WITH THE SOUTH RIGHT OF WAY LINE OF SUNRISE BOULEVARD; THENCE WESTERLY, ALONG THE SOUTH RIGHT OF WAY LINE OF SUNRISE BOULEVARD TO ITS INTERSECTION WITH THE SOUTHWESTERLY EXTENSION OF THE WESTERLY PROPERTY LINE OF LOT 25 BLOCK "A", REVISED PLAT OF LAUDERDALE MANORS, ACCORDING TO THE PLAT THEREOF, RECORDED IN PLAT BOOK 29, PAGE 46, OF THE PUBLIC RECORDS OF BROWARD COUNTY, FLORIDA; THENCE NORTHEASTERLY, ALONG SAID WESTERLY PROPERTY LINE TO THE INTERSECTION WITH THE SOUTH RIGHT OF WAY LINE TO THE INTERSECTION WITH THE EAST RIGHT OF WAY LINE OF NORTHWEST 10TH PLACE; THENCE EASTERLY ALONG SAID SOUTH RIGHT OF WAY LINE OF NORTHWEST 10TH AVENUE; THENCE NORTH ALONG SAID EAST RIGHT OF WAY LINE OF CHATEAU PARK DRIVE; THENCE EAST ALONG SAID SOUTH RIGHT OF WAY LINE TO THE EAST RIGHT OF WAY LINE OF NORTHWEST 9TH AVENUE; THENCE NORTH ALONG SAID EAST RIGHT OF WAY LINE TO THE INTERSECTION WITH THE NORTH RIGHT OF WAY LINE OF NORTHWEST 16TH STREET; THENCE EAST ALONG SAID NORTH RIGHT OF WAY LINE TO THE INTERSECTION WITH THE EAST RIGHT OF WAY LINE OF NORTHWEST 7TH AVENUE; THENCE SOUTH ALONG SAID EAST RIGHT OF WAY LINE TO THE NORTH RIGHT OF WAY LINE OF NORTHWEST 13TH STREET; THENCE EAST ALONG THE NORTH RIGHT OF WAY LINE OF NORTHWEST 13TH STREET AND NORTHEAST 13TH STREET TO THE INTERSECTION WITH THE WEST RIGHT OF WAY LINE OF NORTHEAST 3RD AVENUE; THENCE NORTHERLY ALONG SAID WEST RIGHT OF WAY LINE TO INTERSECTION WITH THE WESTERLY PROLONGATION OF THE NORTH LINE OF LOTS 10 AND 15, BLOCK 85; "PROGRESSO", ACCORDING TO THE PLAT THEREOF, RECORDED IN PLAT BOOK 2, PAGE 18, OF THE PUBLIC RECORDS OF MIAMI-DADE COUNTY, FLORIDA; THENCE EASTERLY ALONG SAID WESTERLY EXTENSION, SAID NORTH LINE AND THE EASTERLY EXTENSION THEREOF AND THE NORTH LINE OF LOTS 10 AND 15, IN BLOCKS 86 AND 87; IN SAID "PROGRESSO" AND THEIR EASTERLY AND WESTERLY EXTENSIONS TO THE INTERSECTION WITH THE EAST RIGHT OF WAY LINE OF NORTHEAST 5TH TERRACE; THENCE NORTHERLY ALONG SAID EAST RIGHT OF WAY LINE A DISTANCE OF 10 FEET, MORE OF LESS TO THE NORTH OF THE "H. C. BROCK'S SUBDIVISION", ACCORDING TO THE PLAT THEREOF, RECORDED IN PLAT BOOK 3, PAGE 24, OF THE PUBLC RECORDS OF BROWARD COUNTY, FLORIDA; THENCE EASTERLY AONG SAID NORTH LINE AND ALONG THE SOUTH LINE OF THE NORTH ONE-HALF OF THE NORTHWEST ONE-QUARTER OF SECTION 35, TOWNSHIP 50 SOUTH, RANGE 42 EAST TO THE INTERSECTION WITH THE SOUTHERLY EXTENSION OF THE WEST LINE OF LOT 21, BLOCK 2, OF "HOLLY HEIGHTS", ACCORDING TO THE PLAT THEREOF, RECORDED IN PLAT BOOK 60, PAGE 18, OF THE PUBLIC RECORDS OF BROWARD COUNTY, FLORIDA; THENCE NORTHERLY ALONG SAID SOUTHERLY EXTENSION A DISTANCE OF 6.38 FEET MORE OR LESS TO THE SOUTH LINE OF SAID BLOCK 2, "HOLLY HEIGHTS", THENCE EASTERLY AND NORTHERLY ALONG THE SOUTHERLY AND EASTERLY BOUNDARIES OF SAID BLOCK 2 TO THE SOUTH RIGHT OF WAY LINE OF NORTHEAST 15TH STREET; THENCE EASTERLY ALONG THE EASTERLY EXTENSION OF THE SOUTH RIGHT OF WAY LINE OF NORTHEAST 15TH STREET TO THE WESTERLY RIGHT OF WAY LINE OF THE FLORIDA EAST COASE RAILROAD; THENCE SOUTHERLY AND SOUTHWESTERLY ALONG SAID WESTERLY RIGHT OF WAY LINE TO THE NORTH RIGHT OF WAY LINE OF NORTHEAST 13TH STREET; THENCE EASTERLY ALONG SAID NORTH RIGHT OF WAY LINE TO THE INTERSECTION WITH THE NORTHERLY EXTENSION OF THE WEST RIGHT OF WAY LINE OF NORTHEAST 11TH AVENUE; THENCE SOUTH ALONG SAID NORHERLY EXTENSION AND SAID RIGHT OF WAY LINE TO THE NORTHWESTERLY RIGHT OF WAY

LINE OF FLAGLER DRIVE; THENCE SOUTHWESTERLY ALONG SAID RIGHT OF WAY LINE TO THE INTERSECTION WITH THENORTH RIGHT OF WAY LINE OF NORTHEAST 12TH STREET; THENCE WEST ALONG SAID RIGHT OF WAY LINE TO THE INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF FLAGLER DRIVE; THENCE SOUTHWESTERLY ALONG SAID RIGHT OF WAY LINE AND ITS SOUTHWESTERLY EXTENSION TO THE POINT OF BEGINNING.

SAID LANDS SITUATE, LYING AND BEING IN THE CITY OF FORT LAUDERDALE, BROWARD COUNTY, FLORIDA.

A. Overview of the Area

The Middle River/South Middle River/Sunrise Boulevard (MR/SMR/SB) Community Redevelopment Area (the CRA,) comprises about 344 acres located about one mile north of downtown Fort Lauderdale. It consists of properties on the north side of Sunrise Boulevard, stretching almost to Interstate 95 on the west and to the FEC Railroad tracks on the east. The northern boundary varies from just behind the properties fronting Sunrise in the western portion to 13th Street in the eastern portion. The central portion, east of Powerline Road, extends as far north as NW 16th Street. The area within the CRA was first widely developed in the 1950s and 1960s, and has seen little new development in recent years.

The character and uses within the CRA vary widely. The strip fronting on Sunrise Boulevard consists primarily of auto-oriented commercial uses such as strip shopping centers, fast food pad sites, gas stations, and the like. Most are small scale, except for a relatively new Home Depot in the southeast corner of the district and the Manor Plaza Shopping Center at the northwest corner of Sunrise Boulevard and Powerline Road. The eastern portion of 13th Street, east of NE 4th Avenue, is also commercial, but characterized by small scale neighborhood oriented uses. The majority of the property in the interior of the CRA is residential. For the most part, this is low density single family detached housing, although there are concentration of duplexes and some small scale multi-family complexes. Most of this housing stock is original construction dating from the 1950s and 1960s, although there are scattered new homes, generally much larger in scale. The eastern portion, near the FEC Railway, has a concentration of warehouse and light industrial uses. There are also a number of churches and public facilities throughout.

A map of the proposed CRA is depicted in Figure 3.1.

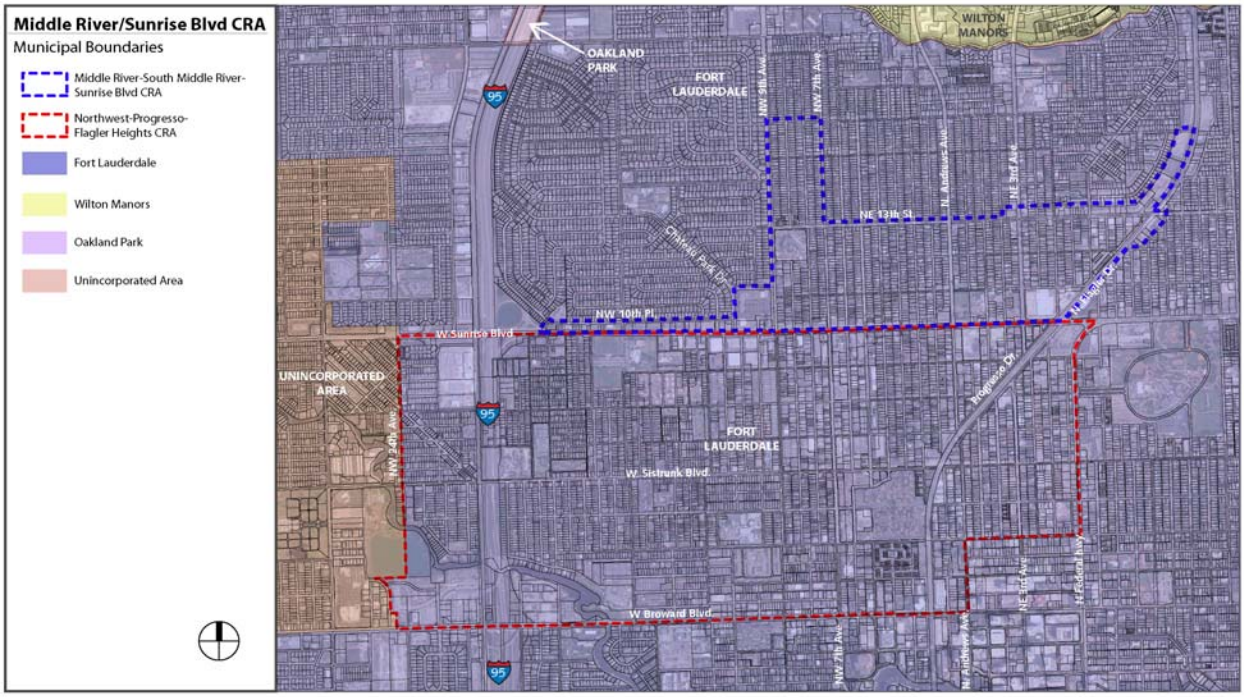


Figure 3.1 – Map of the Proposed Community Redevelopment Area

In 2010, the Fort Lauderdale City Commission passed a resolution finding that this area met the criteria of slum and blight. Based on the Finding of Necessity report prepared for the resolution, over 20 percent of the structures or properties within the area were classified as deteriorated. (Please refer to Section II., Establishment of the CRA, for a description of the legal basis for creation of a CRA.) Necessary improvements include, but are not limited to: better housing, increased employment opportunities and participation, more transportation access, development of vacant land, street and sidewalk improvements, parking solutions, and code enforcement.

B. Brief History of the Middle River/South Middle River/Sunrise Boulevard Area

This area was part of Fort Lauderdale's major growth surge in the two decades following the end of World War II. The CRA areas were originally developed as single-family neighborhoods of modest, one-story bungalows. Many of these survive today, although several areas were re-zoned in the 1970s to allow duplex and small multi-family units. This has caused a transition to a high proportion of rental property, and a general decline in the condition of the properties throughout.

The area began to attract some redevelopment attention in the early 2000s, as housing prices in newer suburban areas began escalating dramatically. The close-in location with convenient access to the highway system and area amenities sparked some interest in fixing up old properties and constructing some new housing. This activity peaked in 2007 and has been virtually stopped since then, reflecting the downturn in the residential markets generally.

The commercial uses along Sunrise Boulevard cater to a wider area, and many seem to be relatively stable. Most of the building stock here also dates from the original wave of development in the 1950s and 1960s.

Although many structures within the proposed CRA area meet the 50 year old benchmark for historic consideration, most of the area has not previously been surveyed for historic structures and sites. The most significant historic structure in the area is the Northside School, a locally designated historic landmark. There is a concentration of structures that could warrant further examination and would be eligible for recording. The eligible structures include: commercial buildings, residential buildings, Houses of Worship, tourist cottages and motels, shopping centers and others.

C. Economic Base

TABLE 3.1
BUSINESS ESTABLISHMENTS IN THE MR/SMR/SB AREA BY INDUSTRY

CATEGORY	PRIMARY AREA (CRA BOUNDRIES)			
	Number of Businesses	Percent of Total Businesses	Number of Employees	Percent of Total Employees
Agricultural	5	1.9%	15	0.8%
Mining	0	0.0%	0	0.0%
Construction	13	5.0%	99	5.3%
Manufacturing	8	3.1%	88	4.7%
Transportation, Communications/Public Utilities	17	6.6%	56	3.0%
Wholesale Trade	10	3.9%	43	2.3%
Retail	81	31.3%	706	37.5%
Finance	18	6.9%	158	8.4%
Service	106	40.9%	713	37.9%
Government	1	0.4%	4	0.2%
Total	**259**	**100.0%**	**1,882**	**100.0%**

Source: Claritas, Inc., 2011

The area predominantly consists of Service and Retail establishments. These categories make up nearly three fourths of the businesses in the district and employ the same percentage of workers.

D. Population, Demographics, Income, Employment and Housing Statistics

Estimates of current demographic data were collected from Claritas, a nationally recognized demographic source. The data presented in this section was drawn from Claritas reports designed for the specific boundaries of the CRA.

Demographic Summary

The following table lists selected demographic information for the study area and the entire city.

TABLE 3.2 SELECTED DEMOGRAPHICS, MR/SMR/SB AREA AND CITY OF FORT LAUDERDALE

Category	Middle River	City of Fort Lauderdale
Population (2010 Est.)	4,355	158,684
Population (2000 Census)	4,632	152,397
Households (2010 Est.)	1,323	70,385
Households (2000 Census)	1,470	68,468
Household Size (2010 Est.)	3.19	2.18
Median Age	34.23	42.95
Attended College	29.1%	57.0%
Average Household Income	$37,256	$74,854
Employed Over 16 Years of Age	57.6%	59.2%
Average Commute (minutes)	31.59	24.94
Owner Occupied Units	32.0%	54.8%
Median Value Housing	$149,432	$265,897
Median Year Structure Built	1970	1967
Average Length of Residence (years)	8	12
Families Below Poverty Rate	33.1%	13.9%

Source: Claritas, Inc., 2011

Population

The total estimated population in the MR/SMR/SB CRA for the year 2010 amounted to 4,355 people.

Income

The overall average household income of the District is $37,256. This is significantly lower than the City average of $74,854.

Employment

The rate of employment for persons over 16 years of age for the CRA is 57.6%, which is in line with the City-wide average of 59.1%.

Poverty

Poverty status is defined as having a median income that is less than 50% of the County average. In the CRA overall, 33.1% of residents are considered to be living in poverty, compared to 13.9% in the entire City.

Race

The following is the racial makeup of the CRA:

- Black (61.7%)
- White Non-Hispanic (14.3%)
- Other (3.0%)
- Two or more Races (21.0%)

- Hispanic (6.8%)
- Non-Hispanic (93.2%)

Housing

A neighborhood's stability can often be gauged by comparing the percentage of housing that is owner occupied to that which is rented. In the CRA overall, 32.0% of the housing is owner-occupied, and 68.0% is renter-occupied. This is a significantly lower ownership rate than the City as a whole, where 54.8% of housing units are Owner Occupied.

Retail Spending by Residents

The following table illustrates the spending patterns of the population of the CRA area.

TABLE 3.3
RETAIL SALES GENERATED BY THE POPULATION OF THE MR/SMR/SB CRA STUDY AREA DOLLARS SPENT BY THAT POPULATION

Category	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle	$ 4,005,856	$ 19,580,527	($15,574,671)
Furniture	$ 560,501	$ 6,097,711	($ 5,537,210)
Electronics	$ 747,782	$ 400,897	$ 346,885
Building Material	$ 2,577,994	$ 52,687,766	($50,109,772)
Food/Beverage	$ 5,866,487	$ 3,534,851	$ 2,331,636
Health and Personal	$ 2,338,699	$ 9,295,884	($ 6,957,185)
Gas Stations	$ 3,559,671	$ 4,746,881	($ 1,187,210)
Clothing	$ 2,032,838	$ 555,412	$ 1,477,426
Sporting, Hobby, Book, Music	$ 629,807	$ 412,704	$ 217,103
General Merchandise	$ 5,714,639	$ 720,329	$ 4,994,310
Miscellaneous	$ 869,346	$ 1,406,381	($ 537,035)
Non-Store	$ 2,599,188	$ 6,937,218	($ 4,338,030)
Foodservice	$ 3,840,712	$ 2,164,485	$ 1,676,227
Total Retail	$35,343,520	$108,541,046	($73,197,526)

Source: Claritas, Inc., 2011

Table 3.3 shows that there is a $73 million opportunity surplus in the CRA, which indicates that people are coming into the area to purchase goods. The majority of the surplus is for building material ($50 million) and motor vehicles ($16 million). The biggest gaps are for general merchandise and foodservice.

E. Community Facilities and Institutions

Schools

There are 2 elementary schools within the CRA area and several others which are located within a close proximity of the CRA boundaries, as shown in Figure 3.2. The schools located within the CRA boundaries account for a student population of roughly 800 students and a teacher population of 75. Northside Elementary School has the largest student population with 447 students and a teacher population of 35 teachers for teacher/student ratio of 1:11, which is the average ratio for the schools that serve the CRA area. The student population of both Thurgood Marshall and Northside Elementary Schools is predominantly African-American. Thurgood Marshall Elementary has a population that is 91% African-American, while the student population at Northside Elementary is 94.5% African-American.

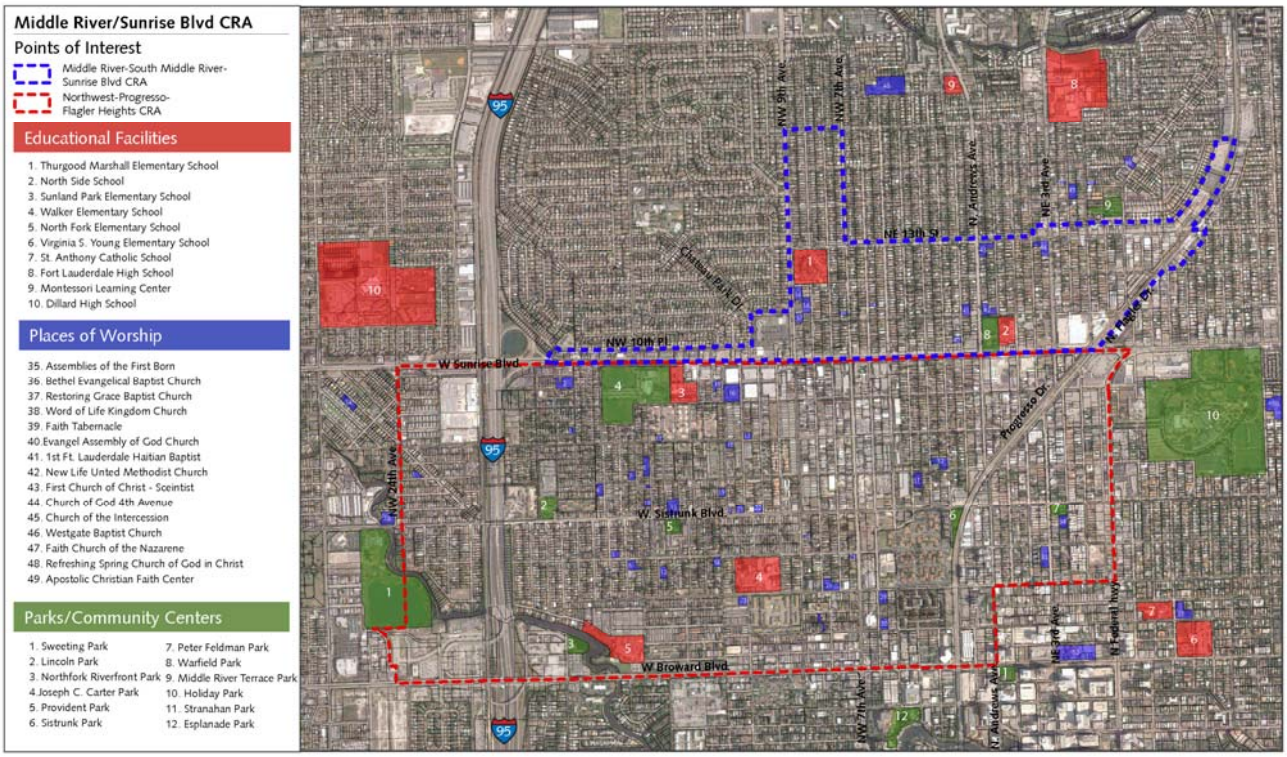


Figure 3.2 – Points of Interest in the Middle River/South Middle River/Sunrise Boulevard CRA Area

F. Houses of Worship

There are 15 known Houses of Worship the Middle River/South Middle River/Sunrise Boulevard CRA. They include the following:

Assemblies of the First Born
Bethel Evangelical Baptist Church
Restoring Grace Baptist Church
Word of Life Kingdom Church
Faith Tabernacle
Evangel Assembly of God Church
New Life United Methodist Church
1st Fort Lauderdale Haitian Baptist
First Church of Christ - Scientist
Church of God 4th Avenue
Church of the Intercession
Westgate Baptist Church
Faith Church of the Nazarene
Refreshing Spring Church of God in Christ
Apostolic Christian Faith Center

G. Parks and Recreation Facilities

Parks

While the CRA area is rather large, there is only one major park that lies within the CRA boundaries as depicted in Figures 3.3 and 3.4. Warfield Park, located at the intersection of West Sunrise Boulevard and North Andrews Avenue, is a 3.7 acre park that has a variety of amenities that include a community center, a full size basketball court, playground, and various other open field areas. While there are no other designated parklands that lie in the CRA, there are others that border and lie in close proximity to the Middle River/South Middle River/Sunrise Boulevard CRA.

Figure 3.3 – Playground at Warfield Park

Figure 3.4 – Warfield Park Community Center

H. Land Use and Existing Zoning

Land Use

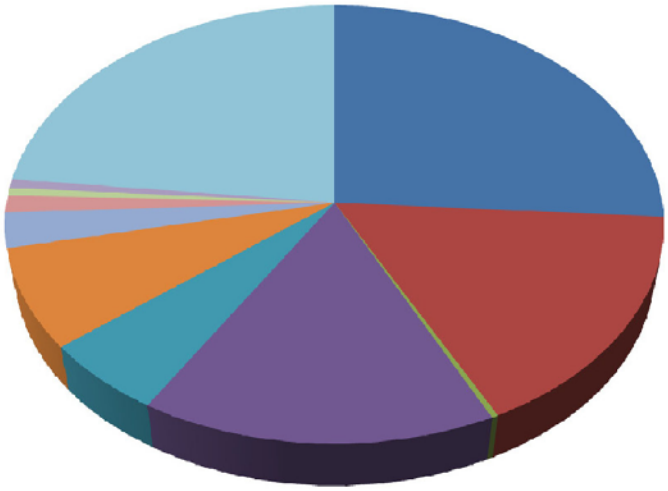
The general pattern of land use is typical of the development of the 1950s and 1960s. Major arterial streets, spaced about one third of a mile apart, form a regular, rectilinear grid, with minor and local streets forming a fairly uniform block pattern within the larger grid. Commercial uses tend to be located along the major arterials, while residential uses fill in the smaller streets in between. The presence of the FEC freight rail line running along the eastern boundary of the CRA has attracted a variety of light industrial and warehouse uses to that vicinity.

Residential uses comprise about 42.5% of the total area, by far the largest proportion. Commercial uses cover about 16%, and community facilities (schools, churches, etc.,) form about 7.5%. Industrial uses comprise about 5.6% of the total area. Less than 4% of the total area is vacant land; this is distributed throughout the CRA but is predominantly residential. Vacant land tends to be scattered and is usually not assembled into larger parcels.

Table 3.4 - Existing Land Use Composition - 2011
Middle River/South Middle River/Sunrise Boulevard CRA

Existing Land Use	Acreage	% of Area	# of Parcels
Single Family	89.48	26.01%	479
Multi-Family	56.73	16.49%	334
Migrant Camps	1.01	0.29%	3
Commercial	54.86	15.95%	112
Industrial	19.12	5.56%	68
Institutional	25.48	7.41%	24
Vacant Residential	8.89	2.58%	89
Vacant Commercial	4.18	1.22%	19
Vacant Governmental	1.97	0.57%	20
Utilities	2.28	0.66%	1
Right of Way	80.00	23.26%	-
Totals	**344.00**	**100.00%**	**1149**

The residential properties are generally zoned for low/medium density; the majority of the residential property is zoned RD-15 (duplex, 15 dwelling units per acre maximum density,) while smaller pockets near Sunrise Boulevard and in the eastern end of the CRA are zoned RMM-25 (multi-family, 25 du/acre maximum density.) Despite this, most of the residential structures, particularly in the portions of the CRA east of NW 7th Avenue, are single family detached homes. Duplexes are prevalent in the portion of the CRA that extends north of NW 13th Street, between NW 9th Avenue (Powerline Road) and NW 7th Avenue.



Middle River-South Middle River-Sunrise Boulevard CRA Area

Existing Land Use Compostion

Single Family	89.48 ac
Multi-Family	56.73 ac
Migrant Housing	1.01ac
Commercial	54.86 ac
Industrial	19.12 ac
Institutional	25.48 ac
Vacant Residential	8.89 ac
Vacant Commercial	4.18 ac
Vacant Governmental	1.97 ac
Utilities	2.28 ac
Right-of-Way	80.00 ac
Total	**344.00 ac**

Figure 3.4 – Land Use Composition of the CRA Area

The idealized land use pattern is depicted on Fort Lauderdale's Future Land Use map; the portion within the CRA is depicted on Figure 3.5. While the majority of the uses tend to conform with current zoning designations, there are some non-conformities, primarily in the eastern portion, which has some older and dilapidated industrial uses within an area that is transitioning to higher density of commercial uses.

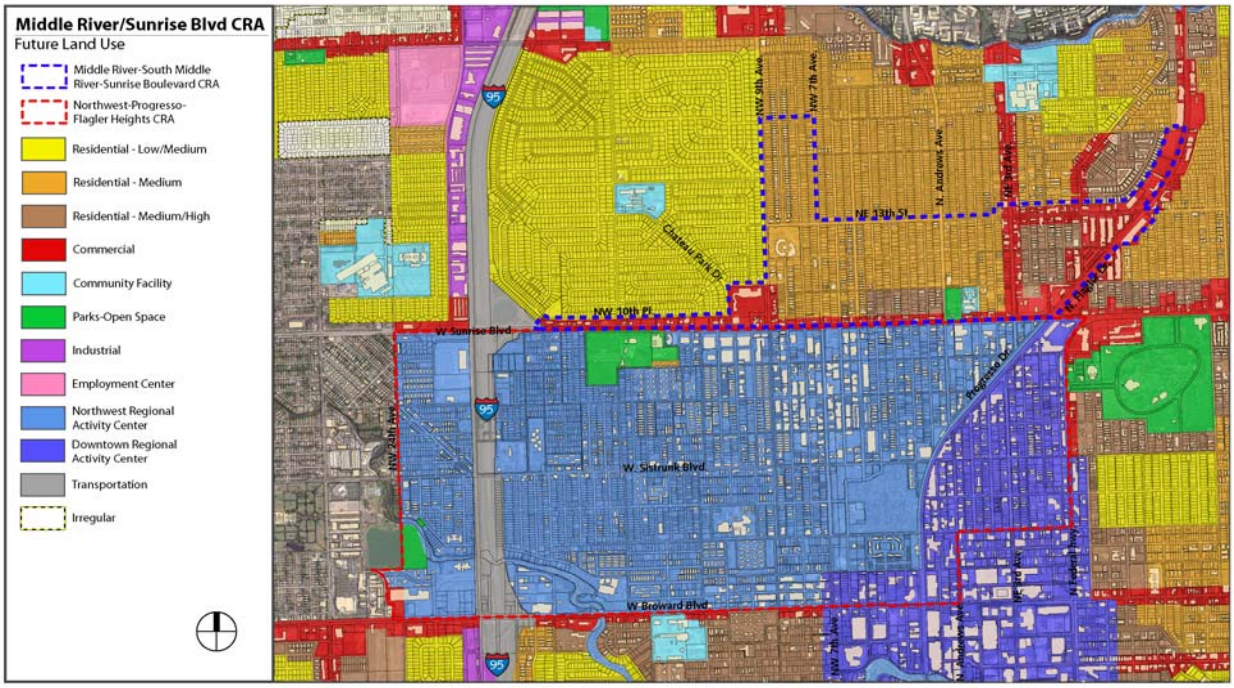


Figure 3.5 – Proposed land uses in the Middle River/South Middle River/Sunrise Boulevard CRA Area

While residential uses comprise the largest single category of uses within the CRA, the area also has several important neighborhood shopping streets, including Sunrise Boulevard, NW/NE 13th Street, NE 4th Avenue, and NW 9th Avenue. The image of the area is dominated by the appearance of these arterial corridors that surround the CRA along its boundaries. The aging building stock, now occupied by marginal businesses, gives the impression of an area long neglected and in steady decline. While this is the case in most of the CRA area, there are a few pockets of redevelopment. One significant parcel that has been redeveloped within the last 10 years is the Home Depot store on one entire city block near the southeast corner of the CRA. Further infrastructure improvements are now taking place in the eastern end of the CRA, such as streetscape improvements, lighting and street paving.

Figures 3.6 - 3.7 – Commercial Uses in the CRA Area

Residential land uses occupy the largest proportion of uses within the CRA. The residential areas, once zoned predominantly as single family residential districts, have changed over the years as the zoning has changed to permit multi-family residential. Now the area, once solidly full of home owners, has now become a predominantly rental area. Multi-family zoning has encouraged duplex, triplex and four-plex construction, which are predominantly rentals. The rental properties are generally not as well maintained as the owner occupied units, which is one of the primary contributors of the slum and blight in the area. There is scattered new residential development in the area, mostly dating from the real estate boom of the early 2000s. All of the residential uses in the area fall within two prominent neighborhood associations, the South Middle River Civic Association and the Middle River Terrace Neighborhood Association.

Figure 3.8 – Multi-Family residence in CRA Area

Figure 3.9 – Single Family residence in CRA Area

The CRA area has the appearance of being poorly developed and blighted, in contrast to the (until recently) robust redevelopment activity in the communities east of US 1. Much of the reason for the CRAs relative inactivity is due to the change in building type, from single family residential to multi-family duplexes and four-plexes, and due to the lack of both private and public investment in the area. Families have left the community in search of safer neighborhoods in the more desirable suburban areas.

Figures 3.10 – Multi-Family housing

Figure 3.11 – New Multi-Family development

Figures 3.12 – 3.13 – Industrial properties in the CRA

Industrial uses are concentrated along the eastern portion of the CRA, next to the FEC Railroad Tracks. The building stock varies in age and condition, but most of the businesses appear to be viable. This is one of the few locations close to downtown where such uses can be placed. Some of the uses found in this portion of the CRA include a cement mixing plant and numerous small businesses such as auto repair, warehouses, and distribution centers.

Existing Zoning

Current zoning regulations follow conventional suburban zoning schemes. A map of the current zoning in the CRA is shown in Figures 3.14. The great majority of properties within the CRA are zoned as residential, and the majority of the remaining areas are zoned as business districts. There are sprinklings of other zoning districts as well. All zones have fairly restrictive requirements for height, floor area ratio, lot coverage, and minimum landscaped area. This general philosophy, prevalent in the decades following World War II, has resulted in the sprawling, low density development pattern seen in and all around the CRA. It ensured development that is spread out over large areas, is difficult to serve effectively with transit, and virtually requires a car trip to conduct even the simplest errands.

Properties within the CRA area fall within eight zoning districts, as described below. The existing zoning is a fairly accurate representation of the existing land uses. There are a few parcels that would be classified as non-conforming, although the entire area is poised for a transformation. Several recent planning studies have made the case for this portion of the city, the commercial corridors in particular, as candidates for substantial transformation through redevelopment.

As Figure 3.14 indicates, the majority of the residential areas in the heart of the CRA are zoned as RD-15, with smaller pockets of RMM-25 found just north of Sunrise Boulevard and east of NE 4th Avenue. Based on the large amount of single family detached homes found in this area, it is assumed that the original zoning designation was single family district. Through amended zoning regulations, the RD-15 designation allows for uses such as, single family dwellings, cluster dwellings, two family/duplex dwellings, zero-lot-line dwellings, social service residential facility, and child care facilities. RMM-25 allows for all uses included in RD-15 and conditional uses such as, bed and breakfast dwellings, mixed-use dwellings, houses of worship, and nursing homes. The major distinction that exists between these two zoning districts is the maximum density, RD-15 allows for a max density of 15 units per acre while RMM-25 allows for a maximum density of 25 units per acre. Most other regulations remain the same for both districts; minimum lot width of 50 feet, except for zero-lot-line which is 40 feet, and a front yard setback of 25 feet. Parking requirements for single family, duplex, cluster dwelling, coach homes, and zero-lot-lines dwellings are 2 spaces per unit, while parking requirements range from 1.75 spaces per unit (one bedroom) to 2.1 spaces per unit (2 bedrooms) to 2.2 spaces per unit (3 bedrooms) for multi-family properties.

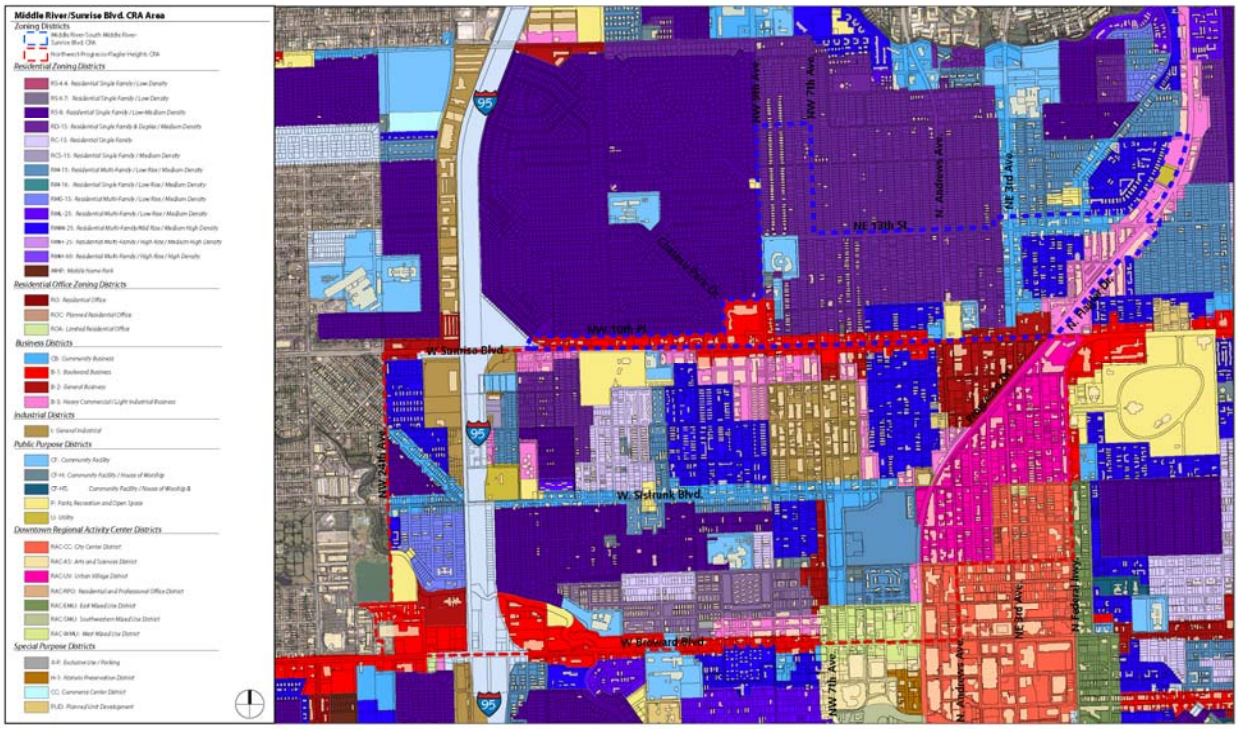


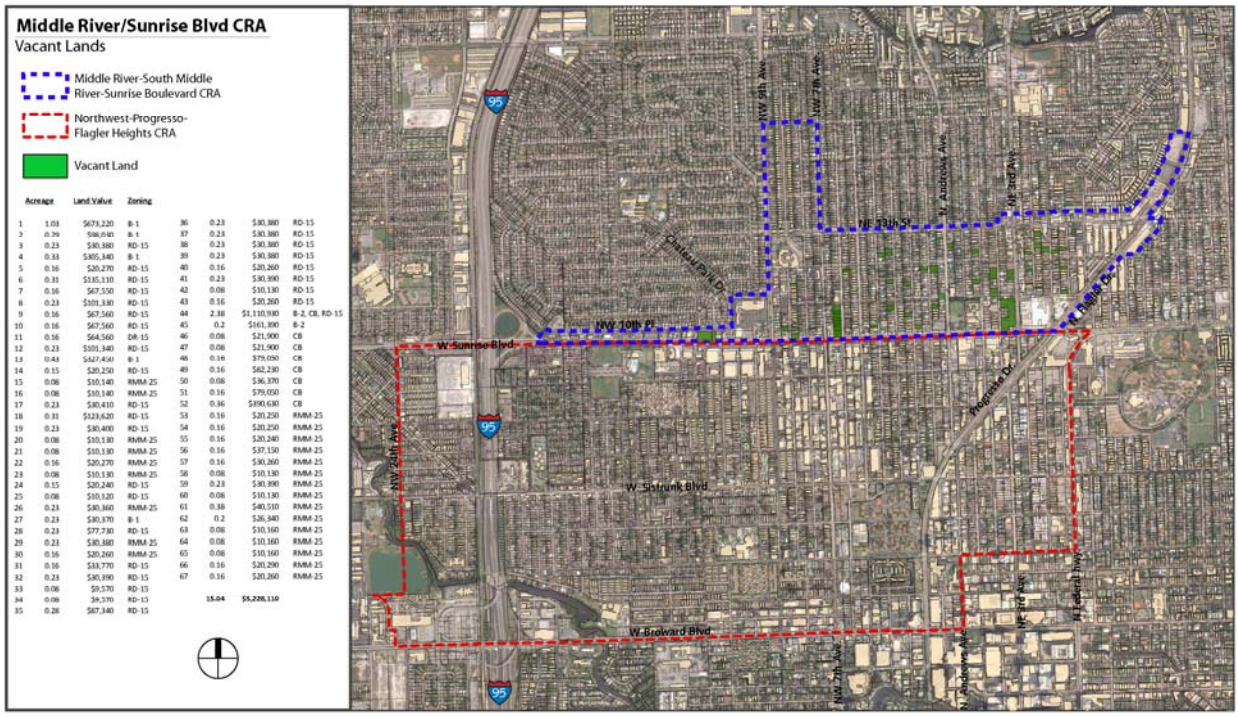
Figure 3.14 – Conventional zoning areas in the Middle River/South Middle River/Sunrise Boulevard CRA

Although the majority of the CRA area is zoned residential, there are several other districts with significant impact. Particularly prominent is the B-1 (Boulevard Business) District that comprises the main commercial uses found on Sunrise Boulevard. This district includes the community shopping center on the corner of NW 9th Avenue and Sunrise Boulevard. It also includes a variety of other commercial uses that stretch along Sunrise Boulevard from I-95 to NW 1st Avenue. The B-2 (General Business) District, situated just east of Warfield Park, is the newly redeveloped Home Depot parcel. This district allows for liberal business uses. Another notable business district is CB (Community Business) District that is located in the northeastern portion of the CRA. This has become an important neighborhood shopping district along NE 13th Street and NE 4th Avenue.

I. Vacant Parcels

A total of 15.04 acres or about 4.4% of all the land area in the CRA is currently vacant. The vacant parcels are shown on the map in Figures 3.15. This is not a significant concentration of vacant parcels, and none of them are particularly large, so this does not present a major redevelopment opportunity, with the exception of a cluster of vacant parcels that are found along Sunrise Boulevard.

An unusual incidence of vacant lots is considered a blight determinant since it is visually unattractive and indicates a persistent lack of development interest in an area. In addition, vacant lots attract dumping and can create a sanitation problem. This, along with the tendency for overgrowth of grass and scrub, can attract vermin and make the property difficult to patrol.



Acreage	Land Value	Zoning				
1	1.03	$673,220	B-1	36	0.23	$30,380	RD-15
2	0.29	$96,040	B-1	37	0.23	$30,380	RD-15
3	0.23	$30,380	RD-15	38	0.23	$30,380	RD-15
4	0.33	$305,140	B-1	39	0.23	$30,380	RD-15
5	0.16	$20,270	RD-15	40	0.16	$20,260	RD-15
6	0.31	$135,110	RD-15	41	0.23	$30,890	RD-15
7	0.16	$67,550	RD-15	42	0.08	$10,130	RD-15
8	0.23	$101,330	RD-15	43	0.16	$20,260	RD-15
9	0.16	$67,560	RD-15	44	2.38	$1,110,930	B-2, CB, RD-15
10	0.16	$67,560	RD-15	45	0.2	$161,890	B-2
11	0.16	$64,560	DR-15	46	0.08	$21,900	CB
12	0.23	$101,340	RD-15	47	0.08	$21,900	CB
13	0.43	$427,450	B-1	48	0.16	$79,050	CB
14	0.15	$20,250	RD-15	49	0.16	$62,230	CB
15	0.08	$10,140	RMM-25	50	0.08	$36,370	CB
16	0.08	$10,140	RMM-25	51	0.16	$79,050	CB
17	0.23	$30,410	RD-15	52	0.36	$390,630	CB
18	0.31	$123,620	RD-15	53	0.16	$20,250	RMM-25
19	0.23	$30,400	RD-15	54	0.16	$20,250	RMM-25
20	0.08	$10,130	RMM-25	55	0.16	$20,240	RMM-25
21	0.08	$10,130	RMM-25	56	0.16	$37,150	RMM-25
22	0.16	$20,270	RMM-25	57	0.16	$30,260	RMM-25
23	0.08	$10,130	RMM-25	58	0.08	$10,130	RMM-25
24	0.15	$20,240	RD-15	59	0.23	$30,890	RMM-25
25	0.08	$10,120	RD-15	60	0.08	$10,130	RMM-25
26	0.23	$30,360	RMM-25	61	0.38	$40,510	RMM-25
27	0.23	$30,370	B-1	62	0.2	$26,840	RMM-25
28	0.23	$77,730	RD-15	63	0.08	$10,160	RMM-25
29	0.23	$30,380	RMM-25	64	0.08	$10,160	RMM-25
30	0.16	$20,260	RMM-25	65	0.08	$10,160	RMM-25
31	0.16	$33,770	RD-15	66	0.16	$20,290	RMM-25
32	0.23	$30,890	RD-15	67	0.16	$20,260	RMM-25
33	0.08	$9,570	RD-15				
34	0.08	$9,570	RD-15		15.04	$5,220,110	
35	0.28	$87,340	RD-15				

Figure 3.15 – Vacant parcels in CRA Area

As noted in the Finding of Necessity, the quantity of vacant land in the CRA is not considered excessive, but given the low market demand for vacant property, this supply will last for many years. This, coupled with the relatively high vacancy rates in the existing buildings, indicates that there is a lack of development interest in the area.

Figures 3.16 – 3.17 – Vacant properties in the CRA Area

J. Infrastructure

Traffic Access

As mentioned previously, the primary traffic pattern in the CRA follows the major arterial roads, which form a fairly uniform grid. The primary east-west arterial is Sunrise Boulevard, which acts as a feeder to Interstate 95 from neighborhoods to the east. Indeed, the tributary effect of traffic flows increasing closer to I-95 is seen in figure 3.18. Average daily traffic volume for Sunrise Boulevard ranges from 40,000 vehicles east of North Andrews Avenue, to 51,000 vehicles between NW 15th Avenue and I-95. The other major east-west arterial is NE 13th Street. It serves to distribute the traffic that comes from the major north-south arterials and feeds into the residential streets. Its average daily traffic volume within the CRA Area is 13,500 vehicles per day.

Traffic on the north-south roads is heaviest on NW 9th Avenue, North Andrews Avenue, and NE 4th Street. Each of these roads branches off from Sunrise Boulevard and travels north and south, with the majority of the traffic traveling north into the South Middle River and the Middle River Terrace Neighborhoods that are within the CRA boundaries. North of Sunrise Boulevard, NW 9th Avenue is a 6 lane divided street that carries an average daily traffic volume of 20,900 vehicles. South of Sunrise Boulevard, NW 9th Avenue becomes a two-lane traffic street that carries a daily traffic volume of 7,900. North Andrews Avenue and NE 4th Avenue are both 4-lane streets that carry on average a daily traffic volume of 17,500 and 17,900 respectively.

Most of the neighborhood streets are two-lane local streets that experience very light traffic. The grid-like nature of the street layout ensures that there are a number of alternate routes in the event of a temporary blockage. There is a higher incidence of truck traffic in the industrial areas, but these typically do not impact the residential streets.

A notable feature of the street network is that most of the local streets have been blocked off at Sunrise Boulevard. This may have some minor benefits for access management on Sunrise Boulevard, but was probably done to address neighborhood perceptions of excessive cut-through traffic and to control crime in the neighborhoods. This dubious reasoning is contrary to more current thinking in neighborhood traffic planning and should be revisited as part of any redevelopment strategy for the area.

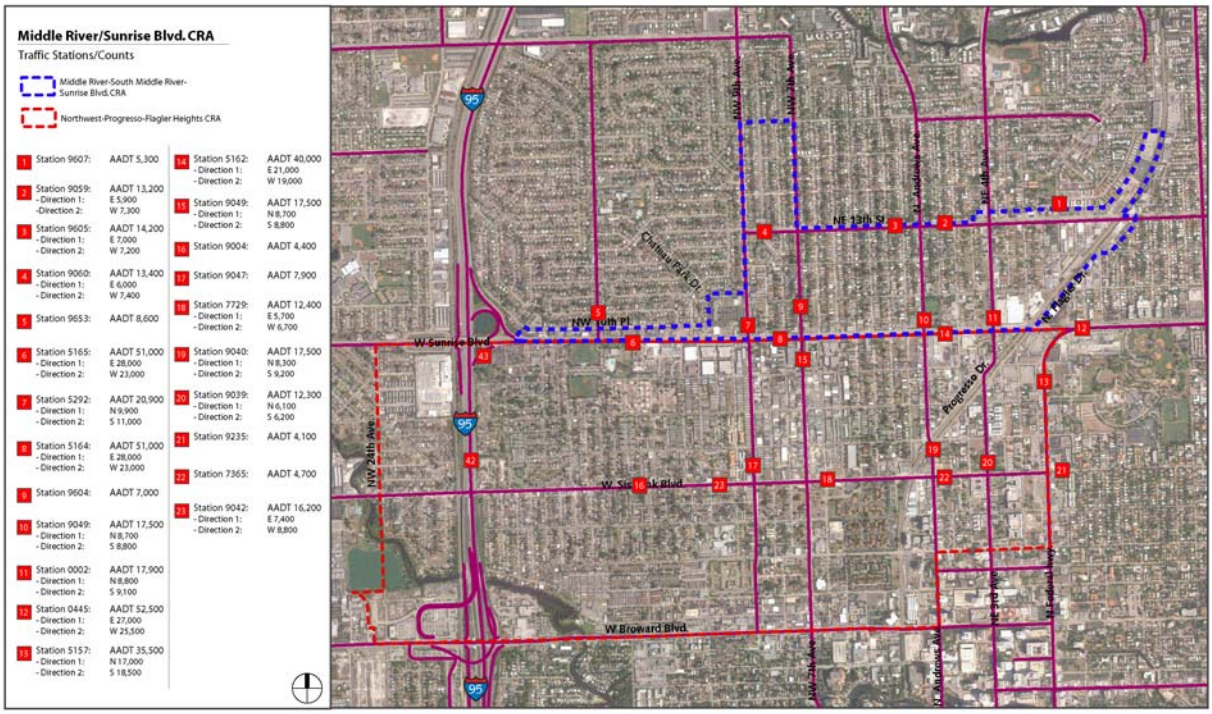


Figure 3.18 – Major traffic in CRA area

Transit

The MR/SMR/SB CRA Area is well served by major bus transit options. The majority of the bus lines follow the arterial roadways in the CRA Area. Bus stops are located at frequent intervals on Sunrise Boulevard, NW 8th Avenue, N. Andrews Avenue, and NE 4th Avenue. While there are no other transit options within the CRA boundaries, the 36 bus line provides a short connection to the Tri-Rail Station located just west of I-95 at Broward Boulevard, a few minutes away from the CRA boundaries. A new transit station is proposed with the Fast Start Program from the South Florida Regional Transportation Authority. This station will be located at approximately 13th Street in the District.

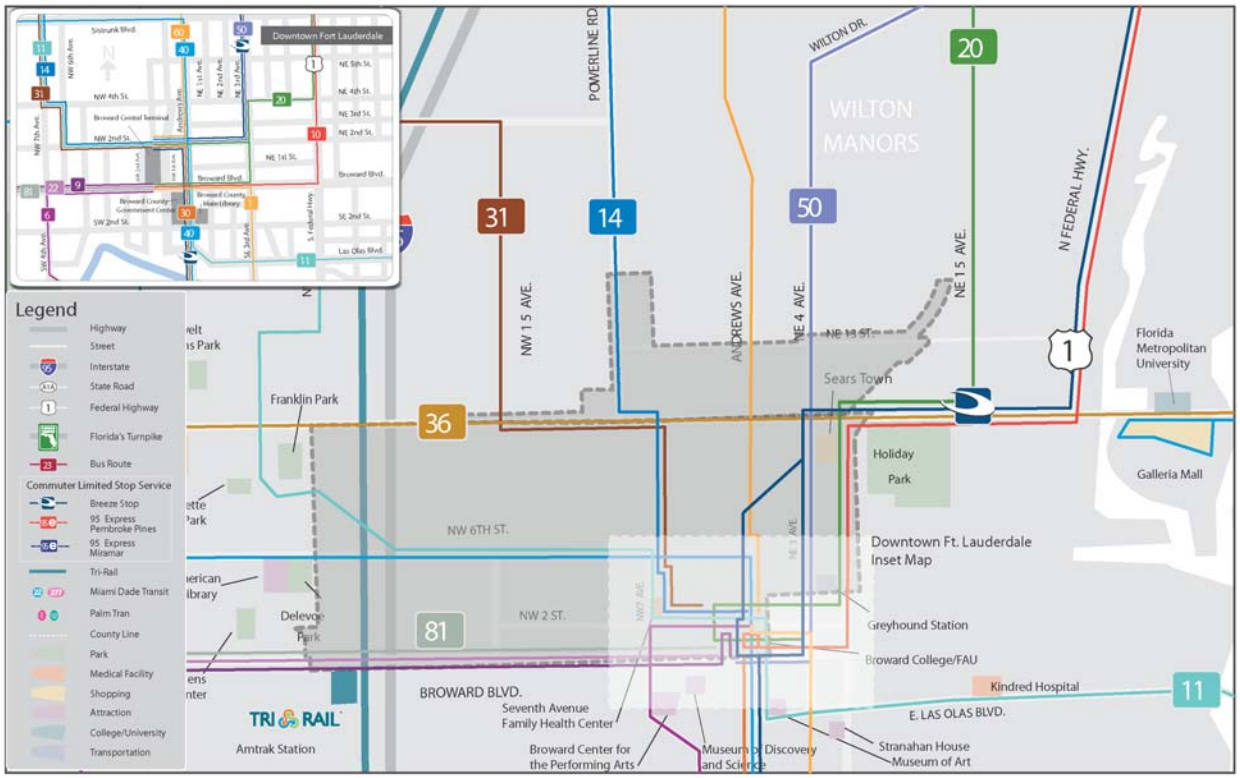


Figure 3.19 – Major public transit options within the Middle River/South Middle River/Sunrise Boulevard CRA Area

PRIOR PLANNING

The Middle River/South Middle River/Sunrise Boulevard CRA area has been the subject of a number of planning efforts in the past. The CRA boundary itself had been previously defined (in 2002) in the proposed expansion of the Northwest-Progresso-Flagler Heights CRA, located just south of Sunrise Boulevard. Although that proposed expansion did not go through, the framework for a new independent CRA had been laid. Presented here is a brief synopsis of several of these planning efforts. This section exists to illustrate the planning analysis and findings of the previous studies. These findings have not necessarily been adopted into the Redevelopment Plan, but rather form a basis for the analysis in this report.

A. Fort Lauderdale Community Redevelopment Plan

Northwest –Progresso-Flagler Heights Expansion Area
Conducted in 2002 by Civic Design Associates in association with Keith & Associates

This was a proposed amendment to the existing Northwest-Progresso-Flagler Heights CRA Redevelopment Plan. It was a traditional charrette planning process, including a one-week, intensive, on-site design workshop incorporating significant public input. The proposed expansion area included the same 344 acres that make up the MR/SMR/SB CRA Area. Through the charrette process the community identified five distinct groups of improvements that were needed in the area, they were:

1. Infrastructure
2. Community Amenities,
3. Development and Redevelopment Opportunities,
4. Design Standards, and
5. Code Enforcement.

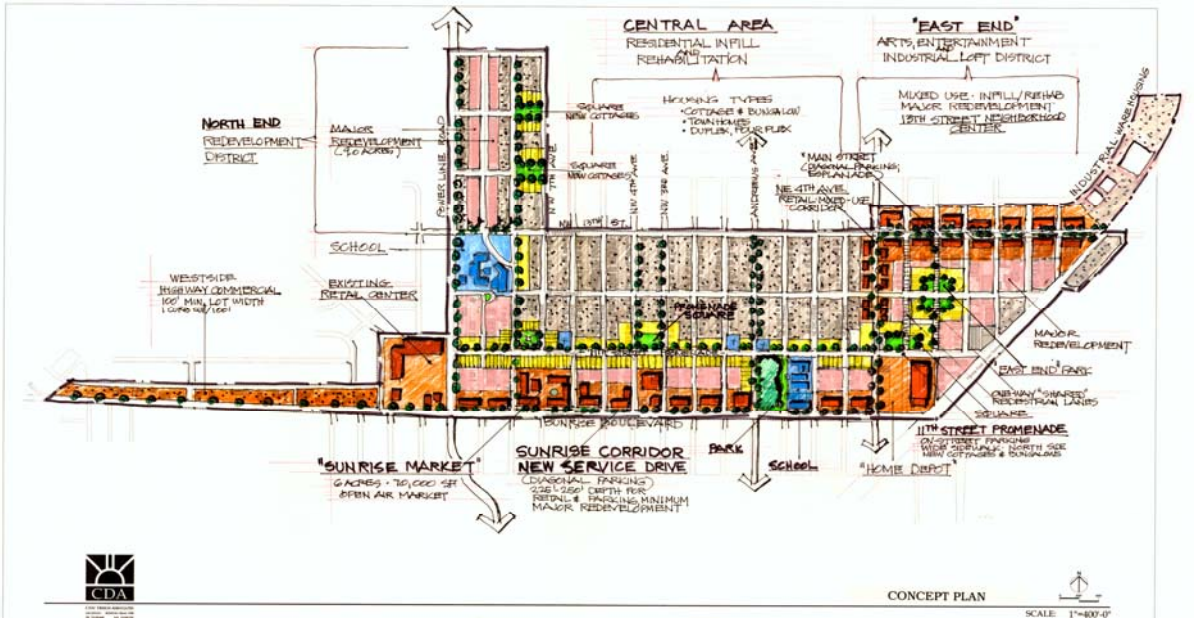


Figure 4.1 – Northwest-Progresso Flagler Heights CRA Expansion Area Concept Plan

While the infrastructure in the area is in relatively good condition in terms of its basic layouts several key changes were addressed that would greatly enhance the circulation and cohesion of the community. Along with slight modification of street layouts at strategic locations throughout the study area, this group of improvements also included pedestrian and bicycle pathways, enhanced streetscape improvements, landscaping, lighting, underground utilities, the opening of prior street closures, and gateway markers.

The need for the community to have a sense of place was of particular importance to the charrette participants. Many felt that the pieces were already in place, they just needed to be enhanced. By taking advantage of existing amenities such as Warfield Park, Northside School, and the corner of NE 13th Street and NE 4th Avenue as a neighborhood commercial center, the community could begin to eliminate the appearance of slum and blight in the area.

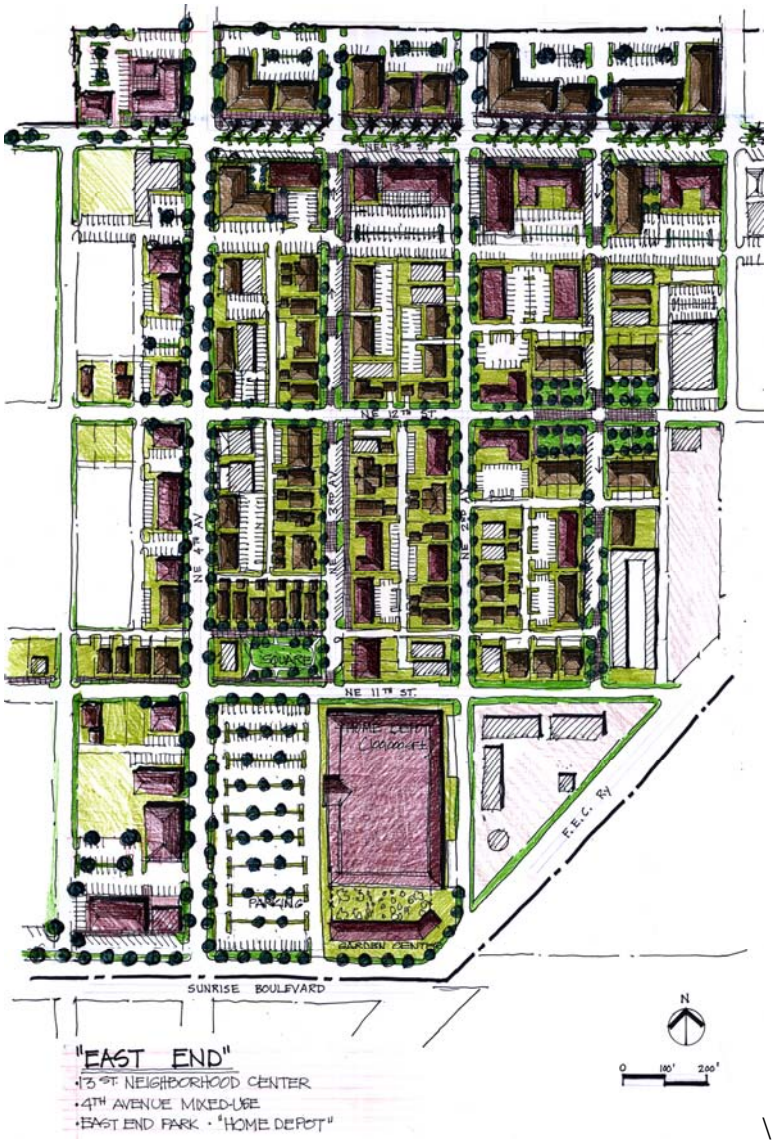


Figure 4.2 – East End redevelopment scheme

Potential areas for redevelopment and development opportunities were also identified through the charrette process. Major streets such as Sunrise Boulevard, NE 4th Avenue, and NE 13th Street have the greatest redevelopment potential in the area. Sunrise Boulevard can support a larger, more intense type of redevelopment scenario; while NE 4th Avenue and NE 13th Street can support a lighter intensity type of neighborhood oriented retail establishments as well as mixed-use building types.

Figure 4.3- Sunrise Boulevard proposed redevelopment

Along with the proposed redevelopment of major arterial streets, the community addressed the redevelopment of the existing neighborhood areas. The existing neighborhoods are comprised of a majority of single family detached houses that have been recently transformed into multi-family dwelling units. This has caused an unsightly appearance in the neighborhoods with the increased number of cars parking in undesignated areas. Proposed redevelopment solutions to combat this issue were the creation of neighborhood townhomes, live/work lofts, and duplex housing redevelopment.

An integral part of realizing this redevelopment plan was the creation of Design Standards that would help guide future development in a manner consistent with the key elements of the plan. By creating an additional zoning overlay to the current zoning that is in place, it could allow for more of a transition between the commercial and residential areas, as well as creating more varied neighborhoods that reflect a gradient in density as one moves from commercial to residential areas. These Design Standards would address the subdivision of land, building placement, building heights, parking, architectural elements, construction materials, and outbuildings in order to create a more cohesive area.

B. Northwest/Progresso/Flagler Heights Implementation Plan

Conducted in 2008 by Urban Design Associates and PMG Associates, Inc.

The Northwest/Progresso/Flagler Heights (NPF) CRA borders the Middle River/South Middle River/Sunrise Boulevard (MR/SMR/SB) CRA lying just south of Sunrise Boulevard. While the two CRA's coexist independent of each other, some of the principles that were introduced in the NPF Implementation Plan may be applicable for the MR/SMR/SB CRA.

Through an intense public planning process that involved public meetings, focus groups stakeholder meetings, and City staff meetings, the NPF Implementation Plan seeks to be the agent for change in the NPF CRA are in order to ascertain the needs of the community. The implementation plan desires to accomplish this by the establishment of eight principles to help guide the redevelopment of the area:

1. Pursuing large scale redevelopment at strategic locations,
2. Redevelop large, underutilized sites,
3. Make alterations to current Zoning Code to allow for more compatible parking requirements,
4. Creating area-wide Design Guidelines,
5. Utilizing vacant lots for infill housing,
6. Development of 7th Avenue and 9th Avenue Connectors,
7. Introducing traffic calming measures, and
8. Target and attract specific industries.

These eight principles were then looked at in depth in five strategic development initiatives throughout the area. They included the development of Sistrunk Boulevard and NW 7th Avenue, CRA small business initiatives, infill housing opportunities, connections and green streets, and traffic calming strategies.

C. Finding of Necessity
Problems, Needs, and Opportunities

The MR/SMR/SB CRA has been the subject of several prior studies and analyses in the recent past. A number of planning initiatives have focused on the area, as discussed previously. In 2010, the Fort Lauderdale City Commission made a legislative Finding of Necessity that declared the study area as a slum or blighted area and resolved to prepare a Community Redevelopment Plan. In 2009, staff from the City of Fort Lauderdale CRA and the Planning Department conducted an extensive field survey to determine the amount of change that had occurred within the area, since the last 2001 proposed expansion of the NPF CRA. Through visual and empirical data, the staff found that there was enough change in the area to implement a new CRA district.

This section will itemize the problems and needs to be addressed within the CRA as well as some of the key opportunities that have been identified. Since the CRA is a relatively large area consisting of a number of varying conditions, it is appropriate to acknowledge that areas of differing character will exhibit different needs and will require a different range of programs and strategies. More specifically, the CRA can be subdivided into several distinct character areas, as described below:

1. The Sunrise Boulevard commercial corridor.

2. The 13th Street neighborhood commercial corridor, which also includes the contiguous commercial corridor along NE 4th Avenue.

3. The warehouse and light industrial concentration near the FEC railroad tracks.

4. The residential neighborhoods. These cover a substantial area of the CRA and vary in character in certain areas.

The Sunrise Boulevard Corridor

Problems

- Old, deteriorating, and obsolescent building stock.
- Immediate adjacency of low to medium density residential uses could affect the potential redevelopment of the commercial parcels due to concerns of neighborhood compatibility.
- A high number of small and/or shallow parcels that are difficult to redevelop as higher intensity uses.

Needs

- Increase the potential and attractiveness for private development.
- Improve the image of the area.
- Attract new and better businesses to the area.
- Remove blighting influences.

Opportunities

- The corridor is a well established and strategically located regional connector.
- The proximity to Interstate 95 offers high visibility and easy access for businesses with a more regional service base.

The 13th Street Corridor

Problems

- Older building stock, many buildings have insufficient parking.
- Re-configuration of lanes on 13th Street to remove on-street parking has impacted the available parking.

Needs

- A traffic study to evaluate alternative lane configurations, possibly the inclusion of bike lanes and on-street parking.
- Improved pedestrian amenities such as sidewalks, landscaping, and street furniture
- Safer and more visible pedestrian crossings.

Opportunities

- 13th Street is a convenient and relatively lightly travelled street that provides good connectivity and an alternative to the congestion on Sunrise Boulevard.
- This is a viable area for neighborhood-oriented commercial uses that are close to the surrounding neighborhoods.
- The potential for passenger rail on the FEC tracks makes the area near the railway crossing a candidate for transit oriented development, provided that a reasonable parcel of land can be assembled. This opportunity also overlaps with the warehouse/industrial area, as discussed below.

Warehouse and Light Industrial Areas

Problems

- Some areas are directly adjacent to residential uses.
- Many businesses have insufficient parking, which spills out onto the streets.
- Some of the building stock is old and deteriorating.
- Many parcels would be difficult to redevelop at anything approaching the current intensity or lot coverage.

Needs

- A strategy for the incremental improvement and/or redevelopment of the existing building stock.
- A long-range development plan to address questions of potential growth areas, compatibility, parking, access, and transportation.

Opportunities

- The businesses provide a number of needed services as well as employment.
- The area is convenient to the airport, downtown, and is well integrated into the regional transportation network.
- There is a long-term need for similar uses, with few available locations.
- The potential for passenger rail on the FEC tracks makes this area a candidate for transit-oriented development.

Residential Areas

Problems

- A significant proportion of older, deteriorating structures.
- A noticeable concentration of vacant lots as well as properties in foreclosure.
- High proportion of renter occupied housing.
- Many areas of duplex and triplex units mixed in among single-family areas.
- Street closures may inhibit access for emergency vehicles and may facilitate illicit activities by reducing visibility.

Needs

- Better code enforcement for existing properties.
- More flexible zoning for additional redevelopment options.
- Concentrations of duplex/triplex housing should be targeted for large-scale redevelopment.
- Streetscape and right-of-way improvements in certain areas, as well as additional sidewalks and street lighting.
- Re-evaluate the existing street closures.

Opportunities

- Convenient location close to downtown and other employment centers.
- Neighborhoods have a good existing fabric of street network and infrastructure.
- Nearby areas were experiencing extensive redevelopment and real-estate interest prior to the economic downturn.
- Well –integrated mix of uses with nearby commercial and civic uses.

D. Initial Community Meeting for the Community Redevelopment Plan

Two sessions of the Fort Lauderdale Middle River/South Middle River/Sunrise Boulevard CRA Public Input Meeting were held on October 20, 2011 at the Ironworkers Hall in Fort Lauderdale. Session one was at 12:00 noon, the second was held at 5:30 pm. Session One (12-noon) was primarily for the business community, while Session Two (5:30PM) was held primarily for the residents, although all parties were welcome for either session. The presentation given was identical at both sessions. Approximately 30 persons were in attendance for each session. Commissioner Rodstrom and City Manager Feldman attended the evening session.

An introduction was given by Mr. Battle from the City of Fort Lauderdale. Mr. Gonot from PMG Associates, Inc., consultant to the City, gave a PowerPoint presentation what a CRA is, the goals of a CRA, and previous planning efforts.

Mr. Randall Klett, representing the 13th Street Alliance Board gave a presentation on their group efforts within the community.

After the presentation portion of the meetings group discussions took place salient points offered by the public were:

STRENGTHS OF THE COMMUNITY

- Diversity of the residents
- Active Neighborhood Associations
- Proximity to other Commercial Centers (Downtown, 4th Avenue)
- Planned Location of Rail Transit Station
- Established Commercial Districts
- Educational Opportunities
- Parks
- Vacant area near 17th Street and Dixie Highway
- Landlords care about their property
- Business Owners are dedicated to the area
- Mature tree canopy/Landscaping
- Area is close to Wilton Manors and should build on their success
- Tolerant older community
- Gay community
- Architecture of the area
- Neighborhood Layout
- New Infrastructure
- Affordable
- Beach and weather

CHALLENGES FOR THE COMMUNITY

- Shallow and Narrow Zoning
- Lack of Streetlights/Sidewalks/Curbs/Bike Lanes
- Lack of Landscaping
- Lack of Public Transit
- Vacant Properties
- No Neighborhood Theme
- Difficulty in Attracting Businesses
- Lack of Facilities for Families and Children
- Crime
- Lack of Code Enforcement
- Deteriorated Housing
- Narrow Streets
- Small Lots
- Diversity of the Neighborhood
- Low Income
- Absentee Landlords
- Infrastructure

Both groups offered suggestions as to what they would like to see happen in the CRA:

Potential projects were identified and prioritized based on the discussion.

<u>The Items with the most support</u>
Address Zoning to Improve Opportunities for Development
Improve Safety
Improve Lighting, Sidewalks and Curbs
Improve Landscaping, Streetscaping and Street Furniture
Find Catalyst Projects to improve Sunrise Boulevard

Other Items
Develop TOD at new Rail Station
Demolition of abandoned buildings
Make the Neighborhood Friendly to Pedestrians, Bikes, Families, Kids, Pets
More Restaurants
Develop Mixed Use Projects
Create Theme for the Neighborhood
Live/Work Space
Expand Home-Based Business
Height Limitations
Expand Boundaries
Implement Façade Improvements
Attract Banks
Attract Grocery
Attract Basic Needs stores
Architectural Design
Parking
Develop Mixed Income Housing
Abandon Streets
Organic Market

E. TOD Planning – City of Fort Lauderdale

The City of Fort Lauderdale has been engaged in planning for the potential of Mass Transit stations along the FEC Railroad corridor in conjunction with the South Florida Regional Transportation Authority's Fast Start Plan which proposes to move commuter rail service to the more centrally located FEC tracks. The potential for TOD developments near these new stations, particularly in Fort Lauderdale, is a major factor in the program.

The City of Fort Lauderdale Planning Department has undertaken some analyses to determine the location and extent of development of these TOD projects. The following pages provide location and potential development scenarios for all of the stations. For this study, we have focused on the station located at 13th Street, which is in the CRA area.

Figure 4.4 Proposed FEC Stations – Fort Lauderdale

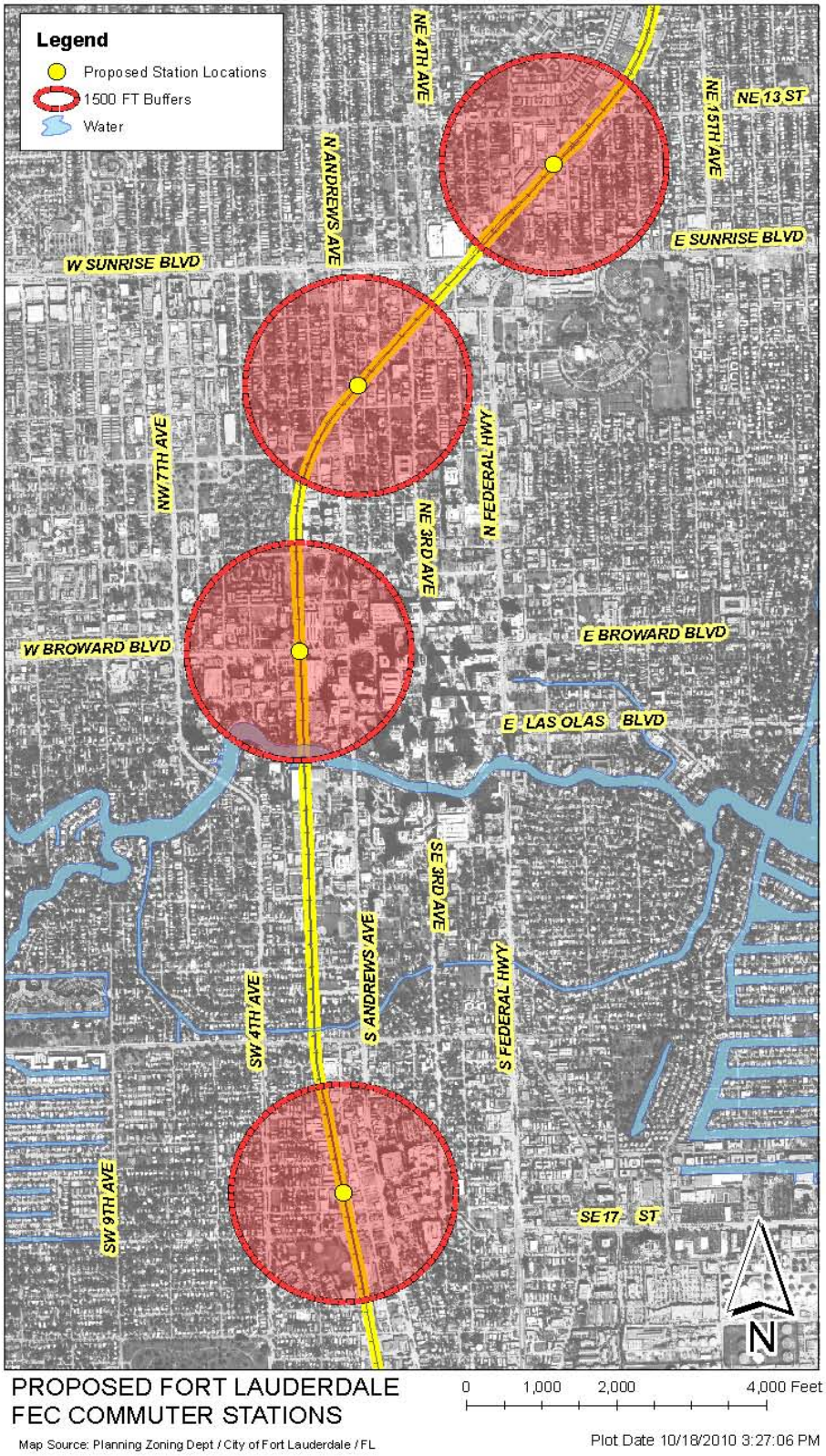


Figure 4.5 – Sunrise FEC Station

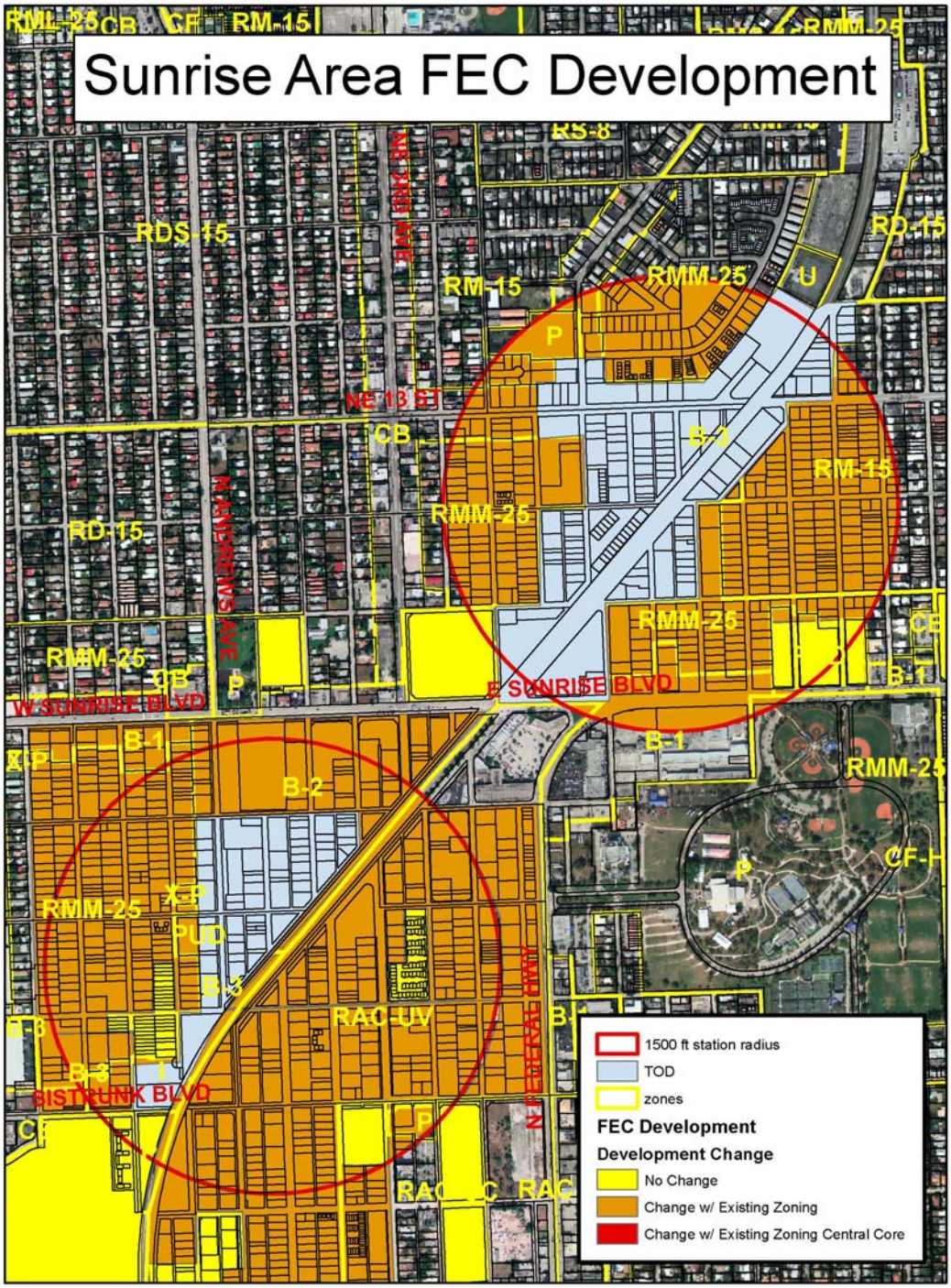


Figure 4.6 – FEC Station Development Projections

City of Fort Lauderdale
South Florida East Coast Commuter Study
Station Area Build-Out Projections to 2030

Overall Notes:

- Build-out projections developed for land within 1,500' of proposed station location.
- Build-out projections take into account the maximum density and intensity permitted under existing or potentially proposed land use and zoning designations (i.e. future TOD).
- Build-out projections do not take into account current of future market conditions.

Summary

	Residential	Commercial	Institutional	Industrial
13th Street	**2,500**	**520,000**	**57,750**	**0**
Sistrunk/Andrews	**3,600**	**1,200,000**	**31,000**	**0**
Broward Blvd.	**2,100**	**21,600,000**	**2,828,000**	**0**
17th Street	**1,400**	**1,800,000**	**2,250,000**	**70,000**

13th Street

Based on T3 Suburban TOD model

Residential

- Rezoning of B-3, and CB along 13th Street west to include lots at Dixie Highway intersection, to TOD, creating 37 acres of TOD.
- Density calculated at 30 du/acre, maximum for T3 Suburban TOD model, multiplied by 37 acres equals **1110** units.
- Existing residentially-zoned districts (RMM-25, RM-15) calculated to maximum build-out equals **1403** units.
- Total of the two is 2513, rounded to **2500 units**.

Commercial

- **200,000** SF existing
- Commercial FAR calculated at .2 FAR multiplied by 1.6 million SF, the net SF in proposed TOD, equaling **320,000** SF.
- Total of the two, **520,000 SF.**

Institutional

- Staff projects a 5% increase of existing 55,000 SF Institutional use to **57,750 SF.**

Industrial

- Staff projects total redevelopment of the existing 590,175 SF of Industrial uses.

Contact: Randall Robinson, Planner II
rrobinson@fortlauderdale.gov 954-828-5265

Figure 4.6 (Continued)

Sistrunk—Andrews

Residential

- 18 AC TOD carved from existing B-2 and B-3 zoning.
- TOD density calculated at 50 du/acre, based on Satori representative built project, multiplied by 18 acres equals **900** units.
- Existing residentially-zoned districts (RMM-25, RMH-25) calculated to maximum build-out equals **745** units.
- Build-out of 55 acres of existing RAC-UV and RAC-CC zoning calculated at 37 du/acre, average of Satori and Bamboo Flats representative built projects, multiplied by 55, equals 2035 rounded to **2000** units.
- Total of the three is 3645, rounded to **3600 units.**

Commercial

- **400,000** SF existing.
- TOD commercial FAR calculated at .3 FAR (as per Satori representative built project) multiplied by net SF in TOD, 784,080 SF, equals 235,224 SF, rounded to **235,000** SF.
- 55 acres of RAC-UV and RAC-CC at .3 FAR (as per Satori) equals 718,740 SF, rounded to **720,000 SF**
- Total of the three, 1,155,000 SF, rounded to **1,200,000 SF**

Institutional

- Staff projects a 5% increase of existing 29,341 SF Institutional use to 30,809 SF, rounded to **31,000 SF**.

Industrial

- Staff projects total redevelopment of the existing 539,694 SF of Industrial uses.

Broward Boulevard

Based on T5/T6 Urban Core TOD model

Residential

- **685** Residential units currently exist within the 1,500' radius.
- Approximately 60% of 69 buildable acres is within the 'Near Downtown' Character Area (as per Downtown Master Plan (DTMP)), equaling 41 AC. Based upon the FDOT T5/T6 Urban Core model, 20% of the land would be developed for residential (8 AC), multiplied by 50 du/acre, based on Avenue Lofts representative built project, equals **410** units.
- Approximately 40% of 69 buildable acres is within the 'Downtown Core' Character Area (as per DTMP), equaling 28 AC. Based upon the FDOT T5/T6 Urban Core model, 20% of the land would be developed for residential (6 AC), multiplied by 175 du/acre, based on Strada representative built project, equals **1,050** units.
- Total of the three is **2110 units.**

Commercial

- **2,600,000** SF existing
- Based upon the FDOT T5/T6 Urban Core model, 80% of the 69 buildable acres (2,400,000 SF) would be developed for non-residential, at 80% lot coverage and FAR 10, equals **19,000,000 SF.**

Contact: Randall Robinson, Planner II
rrobinson@fortlauderdale.gov 954-828-5265

Figure 4.6 (Continued)

- Total of the two, **21,600,000 SF.**

Institutional
- Staff projects a 5% increase in the existing 2,657,000 SF of Government use for a total of 2,789,850, rounded to **2,800,00 SF.**
- Staff projects a 20% increase of existing 23,572 SF Institutional use to 28,286 SF, rounded to **28,300 SF**

Industrial
- Staff projects total redevelopment of the existing 71,533 SF of Industrial uses.

17th Street

Residential
- Rezoning of B-3 west of FEC r.o.w. between 15th and 17th Streets, to TOD, creating 5 acres of TOD.
- TOD density calculated at 37 du/acre, average of Satori and Bamboo Flats representative built projects, multiplied by 5 acres equals **185** units.
- Existing residentially-zoned district (RM-15) calculated to maximum build-out equals **534** units.
- South Andrews Master Plan (SAMP) projects residential build-out east of FEC r.o.w at **650** units. (see commercial calculations for the study area blocks within 1500' radius)
- Total of the three is 1369, rounded to **1400 units**.

Commercial
Based on T4 Urban General TOD Model
- **1,000,000** SF existing
- SAMP within the 1500' radius projects **743,000** SF of commercial space at build-out. (SAMP study area blocks within 1500' radius: 7,8,9,10,11,12,13,14,15,16,17,23,24,25,27,29,31)
- TOD commercial was calculated by multiplying .3 FAR by net SF in TOD, 217,880 SF, for a build-out of **65,340** SF.
- Total of the three is 1,808,340 SF, rounded to **1,800,000 SF**.

Institutional
- Staff projects a 5% increase in government SF from 518,491 SF to 544,416, rounded to **550,00 SF**.
- Staff projects a 5% increase of existing 1,586,454 SF Institutional use to 1,665,776 SF, rounded to **1,700,000 SF**.

Industrial
- **281,995** SF of industrial uses currently exist..
- The FEC r.o.w. divides the industrial acreage roughly in half. As staff projects redevelopment of all industrial east of the r.o.w. (see commercial calculations above.), approximately 140,996 SF of industrial will remain on west side of r.o.w. Of these **140,996** SF, approximately half is projected to be redeveloped as TOD, leaving 70,499 SF of industrial uses, rounded to **70,000 SF**.

Contact: Randall Robinson, Planner II
rrobinson@fortlauderdale.gov 954-828-5265

A. Purpose

This section is designed to outline the major strategies, projects, and programs that are recommended to be implemented by the Middle River/South Middle River/Sunrise Boulevard (MR/SMR/SB) Community Redevelopment Agency. While key components of the CRA's future work plan are outlined, this section is not intended to be an exhaustive list of the projects and programs to be undertaken. This section has been created with suggestions as to implementation keeping in mind that regular review of conditions of the neighborhood and needs of its residents and property owners is vital in creating effective and cost-efficient projects and programs that meet the needs outlined in this Plan.

The following sections provide a description of proposed projects and programs for which funding may be provided by the CRA. For reference purposes, a brief outline of the programs and strategies is provided here:

- Economic Development Strategy. New commercial development should focus on neighborhood service businesses and additional development of the major commercial areas along Sunrise Boulevard and the east end of 13th Street. Additional of specialty retail through the district to provide services that are demanded is also essential. The CRA can help to attract new uses, provide inducement packages for the recruitment and retention of businesses, assist with marketing and promoting the area, and provide support to the area's merchants association.
- Housing Strategy. Most new housing is intended to be provided in conjunction with a mixed-use "transit oriented development" (TOD). Programs for existing residential neighborhoods may focus on code compliance, conservation of existing homes, weatherization and modernization, and providing a mechanism for replacing the deteriorated housing stock in the community. Additional density can be used to provide a redevelopment of the area to better address the housing needs.
- Infrastructure and Neighborhood Improvements. Capital projects could include assistance with Traffic Calming and infrastructure improvements. Neighborhood improvements could include sidewalks, lighting, landscaping, and open space.
- Grant and Financing Programs. The CRA can provide matching funds for a variety of property improvements such as code compliance and commercial building facades. It can also provide small business loans as well as a number of employment initiatives.
- Land Acquisition. The CRA can purchase land for redevelopment and blight removal as well as to facilitate the assembly of larger parcels to be made available to private developers.
- Planning and Land Use Regulation. The CRA can undertake a variety of studies to address specific issues, encourage development and promote quality development standards. The CRA may propose and pursue appropriate changes to the Comprehensive Plan or to the zoning and land use regulations.

B. Economic Development Strategy

There are several locations within the district where a mixed use development could fit with the nature of the community and overall redevelopment plans. If a mixed use project is presented, it should include housing and commercial activity. The input from the community during the public sessions of this Plan should serve as an initiation point of the planning process. Final Plans will require approval from the CRA Board, especially if incentives are sought. Potential Economic projects include:

- Redevelopment of the 13th Street Corridor Business District
- Development of the TOD at the potential transit station near 13th Street
- Expansion of business opportunities along Sunrise Boulevard

Attraction of New Users

To enhance the economy of the area, the CRA should work to attract additional commercial activity to the area. One of the strategies of the CRA may be to encourage these companies to employ as many residents of the MR/SMR/SB CRA area as possible. The construction of new facilities or redevelopment of existing facilities to be occupied by larger employers will assist the local economy in several ways. These facilities will increase:

1. Employment opportunities for area residents.
2. Area wages, providing more disposable income to the residents.
3. Demand for additional goods and services and thus providing a more attractive marketplace thus attracting new retailers and service providers along with increasing the sales of existing businesses.
4. Taxable values due to new construction or upgrading of existing facilities.
5. Taxable values by adding value to the location of existing commercial properties as the supply of land will not increase but the demand for the land will.

The CRA should also seek to attract small commercial businesses to the area, particularly those who will provide needed neighborhood services. This might include assistance to current residents in establishing a new business venture.

The CRA should also assist with the general marketing and promotion of the area. This could include recruiting businesses to the area, creating outreach and communication media such as an area newsletter, as well as assistance with local special events designed to improve the image and profile of the CRA.

Inducement Packages

The CRA should work to put together the best possible package of inducements to attract users to the area. Each individual project should be reviewed by the CRA in terms of the value to the area. This review should include all benefits such as increase in tax base, number of jobs created, levels of pay of jobs created, potential spin-off effects and other governmental revenues generated by the project. The review should also include the need to provide additional incentives beyond what may already be available and whether these incentives should be in a monetary terms or some other form.

Incentives added to the package by the CRA cannot exceed the anticipated tax increment that will be collected due to the project. The CRA needs to be flexible in its approach and should be willing to prepare innovative ways to incentivize the location of an appropriate business. The CRA should only provide funds for projects that will create lasting impacts on the area such as construction or reconstruction of a facility, public improvements such as roadway or water/sewer improvements, or the training of residents of the area. Incentives can take many forms to create these impacts and may include (but not be limited to):

1. Direct cash or in-kind grants not to exceed a determined percentage of the Tax Increment (TIF) collected due to the construction of the facility
2. A buy-down on the cost of land
3. Contribution toward infrastructure improvements such as water and sewer or roads
4. Reimbursement for equipment or relocation expenses
5. The provision of or payment for worker training
6. The undertaking of roadway improvements
7. Payment of impact fees

Other items may also provide incentive to a company to locate in the area without taking the form of direct cash. The most useful and cost efficient of which is the provision of a staff person from the CRA acting as the liaison or "point" person for the project. This individual, who should have knowledge of the development process, would be responsible for coordinating permit reviews and approvals from the government. The liaison would insure that such reviews or permits were moving as quickly as possible through the approval process and would communicate informational needs to the company and its representatives. This process can save a company tens of thousands of dollars at very minimal expense to the CRA having a greater effect on the bottom line than most any cash inducement.

The enhancement of the tax-base, while a goal focused on by many CRA's is not the sole purpose for which a redevelopment agency is created. Improvement of resident's lifestyle must also be a driving factor. Business attraction should be viewed as an avenue to meet this goal. Given this, the CRA should review business locations in terms of job opportunities created for area residents. Incentives can be capped by total amount to be granted, duration of the incentive and/or tied to the creation of the number of jobs that are filled by residents. For example, if a user indicates that 300 new jobs will be created, a package including a direct cash grant or in-kind services not to exceed the value of 50% of the TIF generated by the facility could be offered, with each grant or contributions limit being dependent upon the creation of six (6) new jobs (6 jobs = 1% of TIF; 300 jobs = 50% of TIF).

Most importantly, the CRA should not (except in unique and rare instances) provide any incentive other than staff time or improvements that are owned by the public prior to the commencement of hiring of new employment. Incentives should be paid after the increment is collected by the CRA and should be released as the promised jobs are created. These provisions insure that the CRA will not pay for anything that does not create jobs and that there is no additional cost, either direct (payment for improvements) or indirect (inability to undertake another project as funds were allocated to the incentive) prior to the revenue collected by the CRA. Roadway enhancements and other publicly owned project are the exception as value has been added that will presumably be utilized by the public.

The CRA needs to take the role as facilitator between business prospects and all the agencies that will be involved. The CRA, in this lead role, will be responsible to find the greatest amount of non-CRA incentives and inducements available for the prospect and must be prepared to add CRA incentives to this package in order to finalize a deal.

GOALS:

a) Creation of a "toolbox" of incentives and inducements to new users to locate/relocate to the CRA.
b) Attraction of new jobs to the CRA district.
c) Reduction in unemployment rate of the area residents.
d) Creation of a CRA Liaison position to assist developers/business navigate the regulatory landscape.
e) Construction of new buildings leading to additional taxable value.

Task Completion Indicators:

a) Significant increase in the taxable value of the CRA district.
b) 50% reduction in the unemployment rate of area residents.
c) Construction of buildings and facilities in the CRA that are not subsidized or receive any funding from the CRA.

Business Development Programs

The CRA should seek to create programs that will promote the development of new businesses. While these programs should be open to any business that will locate in the CRA area, specific programs should be developed to assist residents of the CRA in starting new business ventures. Training in business operations, loans and/or grants and buy-down of construction or land costs should also be considered under this program. The CRA should consider seeking other well-established providers of training or other assistance programs and seek to enhance those or similar offerings to CRA residents rather than trying to emulate or re-create that which another group has already proven to be capable of offering.

GOALS:

a) Attraction/creation of new businesses to the CRA district.
b) Creation of a "toolbox" of incentives and inducements to create and attract new business ventures to the CRA.
c) Creation of new job opportunities for CRA residents.
d) Direct assistance to promote CRA residents' economic standing.
e) Creation of new businesses to cater to the needs of local residents.
f) Development of specialty retail establishments.

Task Completion Indicators:

a) Creation of 25 new business ventures.

Priority Listing

The below list represents the appropriate priority ranking of project and programs suggested in this (Economic Development) subsection. It is important to note that feasibility of funding and ease of undertaking was a critical factor in the creation of this listing.

TABLE 5.1
PRIORITY LISTING OF ECONOMIC DEVELOPMENT PROJECTS AND PROGRAMS

1) Attraction of users creating jobs and/or constructing facilities in the area.
2) Construction of new retail/office facilities.
3) Rehabilitation of existing, useable and viable structures.
4) Attraction of new jobs in office/retail/restaurant.
5) Attraction and assistance to the creation of the TOD.

The following should be undertaken as soon as funds and/or staff are available:

a. Creation of a developer/business liaison.
b. Creation of appropriate incentive programs to attract new construction and jobs to both the industrial and retail areas of the CRA.
c. Creation of appropriate Business Development Programs to promote the location of small businesses and specialty retail in the CRA and to promote and assist entrepreneurial ventures by residents of the CRA.
d. Code Compliance and Code Compliance education.
e. Creation and implementation of design regulations for signage.

C. Housing Strategy

One of the strategies required by the community that could be undertaken by the CRA is a replacement housing program. This strategy is designed to provide additional mixed income housing and capitalize on the recommended transit oriented projects, to add additional vibrancy to the community. The strategy also includes the elimination of substandard housing and development of currently vacant and/or defective infill lots.

Housing with Transit Oriented Design (TOD) Characteristics

The CRA must also insure that units in any sizeable housing component of a TOD are provided to a mix of incomes. TOD projects could be considered in the area centered on the potential site of a Rail Station along the FEC Railroad Corridor at 13th Street.

GOALS -
a) Construction of a TOD at the FEC station property
b) Inclusion of mixed income housing units in the TOD
c) Revitalization of the housing stock in the central and northwestern segments of the district through additional density and other incentives
d) Upzone the area to allow more residential density with the additional density based on the amount of land assembly by the developer

Task Completion Indicators:
a) Construction of the potential TOD project
b) Inclusion in the TOD of mixed income units
c) Revision of the Zoning for the area

Residential Code Compliance

The CRA and County should provide for a program of more vigorous code enforcement and compliance. The CRA should make every effort possible to ensure that there are Code Enforcement Officers dedicated to the MR/SMR/SB CRA District and that they work with residents and property owners in a fair and consistent manner in seeing that all City Codes are followed and all properties are in compliance.

It is a property owner's responsibility to maintain their property to standards outlined in any Code, however, often a situation exists where the property owner(s), particularly single-family homeowners, are not in a financial position to make necessary repairs. With this in mind, the CRA could create and provide funding for a program to assist lower income owner-occupants in complying with the Code. The CRA and Code Enforcement unit need to also work together to educate residents on what is required by Code, the penalties for non-compliance, and how to obtain assistance from non-profit organizations or government programs to assist in making necessary repairs to come into compliance with applicable Codes. Additionally, the CRA should work with and encourage Code Enforcement to be as lenient as possible in initial efforts in the neighborhood. Prior to any strict enforcement, the CRA should provide widespread notification and require that an assistance program be in place.

GOALS :

a) Elimination of all code violations in the residential areas of the CRA District.
c) Creation of an educational program to inform property owners of the codes that affect residential property owners.
d) Creation of a Code Compliance grant and/or loan program.

Task Completion Indicators:

a) The elimination of a significant number of code violations on residential properties in the CRA district.
b) Implementation of the residential code educational program.
c) Funding and implementation of a Code Compliance grant and/or loan program until such time as significant number of code violations are no longer present in the CRA district.

Conservation of Existing Homes

Efforts should be made to encourage the creation of a MR/SMR/SB Home Repair Program. Such a program could be funded by a multitude of sources including private foundations, the State Housing Initiatives Partnership (SHIP), Community Development Block Grants (CDBG), and other available Federal funding. The program should be designed to assist homeowners with major repairs, modernization and weatherization of their homes. The purpose of the program would be to insure viability of the housing market and to make homes more energy efficient and thus more affordable for the owner to live in. This program should be directed toward the rehabilitation of homes of a historic nature or those where the investment is reasonable.

GOALS:

a) Attraction of continued CDBG and SHIP dollars to fund home repair programs in the CRA District.
b) Attraction of other funding for home repair programs in the CRA district.

Task Completion Indicators:

a) Significant reduction in the amount of homes in obvious need of repair and maintenance.

Priority Listing

Many different programs are outlined in this (Housing) subsection without being presented in any order of importance. The below list represents the appropriate priority ranking of project and programs suggested above. It is important to note that feasibility of funding and ease of undertaking was a critical factor in the creation of this listing.

TABLE 5.2
PRIORITY LISTING OF INFILL AND REPLACEMENT HOUSING PROJECTS AND PROGRAMS

1) Attraction of Private developers to undertake projects in the CRA district.
2) Provide incentives and zoning changes to allow more density in the central and northwestern segments of the District.
3) Owner-occupied home rehabilitation (including attraction of CDBG, SHIP, HOME and other non-CRA funds) in the area.
4) Acquisition of vacant lots with rights to residential use.
5) Aggregation of privately owned (by agreement with owner) and/or publicly-owned lots into groupings appropriate for disposal via Developer RFP for market-rate housing.
6) Promote mixed use and TOD projects in the Corridor and recommended locations.
7) Disposal of mixed use and TOD assemblages via Developer RFP.
8) Replacement or repair of sub-standard housing.

The following should be undertaken as soon as funds and/or staff are available:

1) Attraction of Private Developers to invest in the CRA area.
2) Work with the City to direct SHIP, CDBG, HOME and other non-CRA dollars to rehabilitate structures.
3) Code enforcement efforts.
4) Code compliance education.
5) Creation of code compliance assistance programs.
6) Encouragement of conservation programs for existing residential properties.

These lists are not intended to be a fixed order of undertaking of projects but are instead intended to guide funding decisions and provide a clear direction of project/program importance. It is expected that projects/programs from several of the priority list items will be on-going at any given point in time depending on conditions ranging from availability of land, land costs and external market factors which determine the feasibility of implementation. Again, this list was created with ease of implementation and understanding of realistic funding potential in the early years of the CRA, thus the priorities were not solely listed based on the merits of the project or program.

D. Infrastructure and Neighborhood Improvement Projects

Capital projects for the MR/SMR/SB CRA area should be designed to correct drainage issues, improve traffic flow, complete traffic calming, add parking and improve area aesthetics.

ROW and Streetscape Priorities

The ROW and streetscape projects cannot be appropriately prioritized in a manner similar to housing and economic development programs. This is because these projects are costly, are interrelated with other projects, are eligible for State or Federal grants with fixed cycles of application, and will need time to properly plan and design and coordination with the City's General Fund will be required to undertake the project.

The CRA should seek to obtain construction plans as soon as possible on all projects and should seek all grant and outside funding opportunities for all the projects (including developer participation). The projects should be budgeted and implemented in a manner that maximizes outside funding and minimizes the number of disrupting streetscape projects simultaneously being undertaken. The CRA should also seek to time streetscapes so that they are undertaken during a period in which they will be beneficial to attracting private investment into the area.

The residents of the area were particularly concerned with the current condition which is not pedestrian friendly. Walkability improvements will be particularly important if transit oriented development begins to occur in the area. Even without a TOD, access to the proposed transit station should be improved. Such improvements might include the addition and/or widening of sidewalks (when feasible), possible street widening, provision of adequate street lighting and improvements to right-of-way landscaping.

One method to achieve this goal is the development of a street as a pedestrian corridor to bring people to the proposed transit station. The most logical choice would be 11th Street since 13th street is directed toward commercial activity and 12th Street is not continuous through the district. Potential widening of the right-of-way or other design mechanisms should be considered to make this option a reality.

The CRA should consider the position of reopening some of the streets that have been blocked with access from Sunrise Boulevard. It is recognized that the residents requested these closing of streets to fight crime. However, an opening of some of the streets could lead to more development opportunities. It is recommended that this situation be revisited and studied with the concept of the CRA in mind.

E. Grant and Financing Programs

The CRA should fund grant and/or low interest loan programs to accomplish several of the priorities of the Housing and Economic Development Strategies. Grants should always be designed to include a match from the recipient to insure that the grantee has a financial interest in seeing the funds expended appropriately. Goals and Task Completion Indicators are listed at the end of this subsection.

Code Compliance Grants

The Housing Strategy calls for increased code enforcement which can cause financial hardship on lower income residents (a significant portion of the MR/SMR/SB area population). Many of these individuals have found themselves with violations due to a lack of funds to prevent deterioration or to repair deficiencies that exist on their property. With increased enforcement, the CRA should create a compliance grant program that provides a dollar-for-dollar match for owner-occupants to correct code violations. The program should have a relatively small maximum grant (a recommended start in the initial years would be $200).

Property Upgrade Grants/Loans - Residential

A program should be created to assist with major upgrades to property in the district. Eligible expenses should include landscaping upgrades (including irrigation system installation), structural repairs, driveway repair/installation and the like. The purpose of this program is to enhance property values and maintain the existing housing stock. The program should give priority to owner-occupied structures. Additionally, the program could be segregated to provide grants or a preferred interest (or no interest) loans for owner-occupied properties and only loans to rental properties depending on the priorities as determined by the CRA at various times during the life of the program(s).

The CRA should make an effort to leverage these funds with any home-repair or rehabilitation grant program provided with Community Development Block Grants (CDBG), State Housing Initiatives Partnership (SHIP) Program or any other source of home repair funding that the CRA can locate.

Property Upgrade Grants/Loans – Commercial/Industrial

Another program similar to the residential program should be created to assist commercial/industrial property owners to enhance their properties. Items that can enhance visibility, area aesthetics and thus property values should be encouraged. Items such as installation of landscaping, parking lot repair/resealing/restriping, and façade improvements should be typical projects allowed by the program. Funds should only be distributed as a grant with a match from the property owner or as a low-interest loan. Additionally, the CRA should make every effort to leverage these dollars with other available funding.

GOALS:
a) Implementation of the Code Compliance Grant Program.
b) Complete elimination of long-term code compliance issues in owner-occupied properties.
c) Implementation of a residential upgrade program.
d) Implementation of a commercial/industrial upgrade program.
e) Increase in appearances and aesthetics of residential properties in the CRA.
f) Increase in appearances and aesthetics of commercial and industrial properties in the CRA.

Task Completion Indicators:

a) Development of a program for Code Compliance and general upgrade of the area.

Employment Initiatives

The CRA could work with other area providers to promote career counseling and employment training to assist the unemployed and underemployed attain jobs or better jobs. The programs should be offered in conjunction with the creation of jobs in the area and in the designated commercial corridors. In this instance it is desirable for the programs to be provided by outside agencies/non-profit organizations with some funding from the CRA. The CRA should try to avoid being the actual provider of services.

GOALS: a) Creation and implementation of job assistance programs.

Task Completion Indicators:

a) 50% reduction in unemployment rate of MR/SMR/SB CRA area residents.

F. Land Acquisition

One of the activities of a CRA could consider is land acquisition. The Housing and Economic Development Strategies illustrate the significance of owning and controlling land. Once it owns land, the CRA could be poised to strongly encourage development of vacant parcels as envisioned by the residents of the neighborhood and in a well planned and designed manner that enhances livability, increases employment opportunities, increases the tax base and promotes a strong and stable neighborhood. One of the principal objectives of a land acquisition policy is to facilitate projects that meet the Redevelopment Plan goals.

The MR/SMR/SB CRA may exercise this power to acquire land if it meets the objectives of the Plan and is required for the facilitation of a project. A potential priority list of the areas where the property could be acquired is:

1) Those that back up to Sunrise Boulevard properties to allow more depth for the commercial lots.
2) The area consisting principally of duplexes in the northwest panhandle of the district.
3) Areas around the potential TOD project.

GOALS: Outlined elsewhere in this section and/or Section VI

Task Completion Indicators:

Outlined elsewhere in this section and/or Section VI

G. Planning and Pursuit of Land Use and Zoning Changes

The CRA may undertake various planning efforts to promote the redevelopment of the CRA in a manner consistent with the goals of the CRA Plan. Planning activities might include:

1. Update the CRA Redevelopment Plan as necessary to incorporate new information and changed conditions.
2. Study specific needs and issues such as workforce housing, parking, neighborhood stabilization, or open space.
3. Increase density to allow more residential development in the district.
4. Increase employment and business opportunities in the CRA.
5. Improve street appearance and function.

GOALS:

a) Promote good planning principles.
b) Turnover or assembly of substandard housing.
c) Increased density for the central and northwestern portions of the district.

Task Completion Indicators:

a) Prepare an Overlay District to meet the area's needs.
b) Assembly of property.

H. Community Policing

The CRA may be useful in preventing and combating crime as a part of the redevelopment process. One of the tools is to contribute to the funding of Community Policing within the Redevelopment Area. Reducing crime will encourage private investment, the key to a successful redevelopment process.

Advantages of Community Policing

- Prevent and reduce crime within the Redevelopment Area.
- Improve police and community relationships.
- Forge community problem solving collaboration.
- Work closely with the School Board and Police Department in preventing crime within the local public schools within the Redevelopment Area.
- Work closely with code enforcement to stabilize the area.
- Create confidence in the private sector to make investments in the Redevelopments Area.
- Eliminate the blighting influence of crime.

Elements of the program could include:

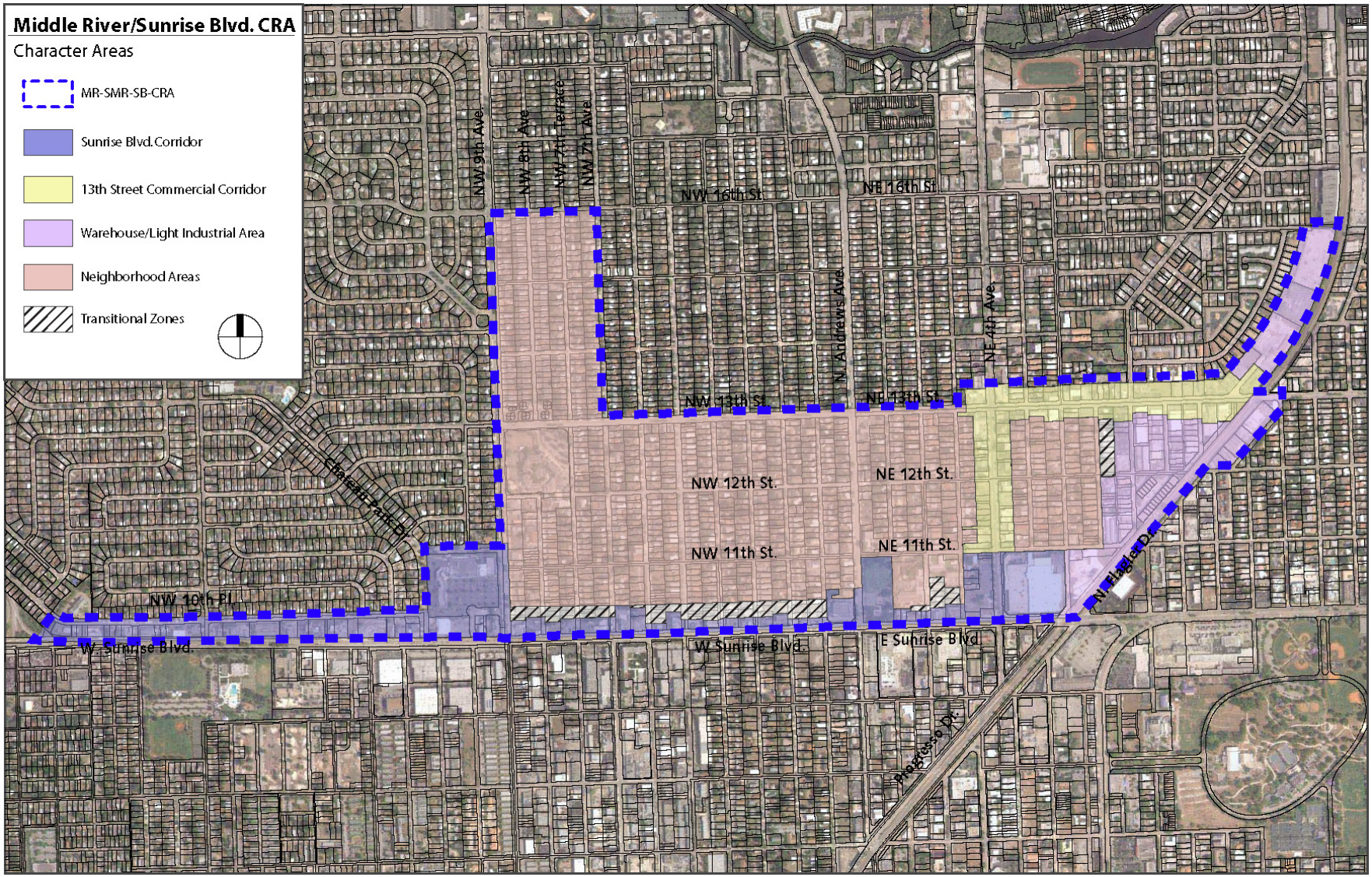
- Assist in establishing a community policing program which will include new police positions including police officers, crime prevention officers, school resource officers, crime prevention equipment and other administrative support.
- Fund equipment needs for the program including surveillance equipment and monitoring.
- Fund code enforcement as it relates to community policing.
- Use the program to attract other funding sources.

I. Administration

Appropriate allocations must also be made by the CRA to cover expenditures that must be made for administration of the CRA Program. Staff and other costs incurred by the City for services provided to the CRA may be reimbursed by the Agency based on an agreement between the parties.

The Agency will also need to regularly contract for planning, engineering and/or other professional services in order to undertake and administer projects and programs contained in this Plan and to comply with all laws and policies of the Agency or its governing body.

A depiction of potential development is found on the Exhibit that follows.


Middle River/Sunrise Blvd. CRA
Character Areas
MR-SMR-SB-CRA
Sunrise Blvd. Corridor
13th Street Commercial Corridor
Warehouse/Light Industrial Area
Neighborhood Areas
Transitional Zones
NW 9th Ave.
NW 8th Ave.
NW 7th Terrace
NW 7th Ave.
NW 16th St.
NE 16th St.
N. Andrews Ave.
NE 4th Ave.
NW 13th St.
NE 13th St.
NW 12th St.
NE 12th St.
NW 11th St.
NE 11th St.
Chateau Park Dr.
NW 10th Pl.
W. Sunrise Blvd.
W Sunrise Blvd.
E Sunrise Blvd.
N. Hagen Dr.
Progresso Dr.

J. Other Issues

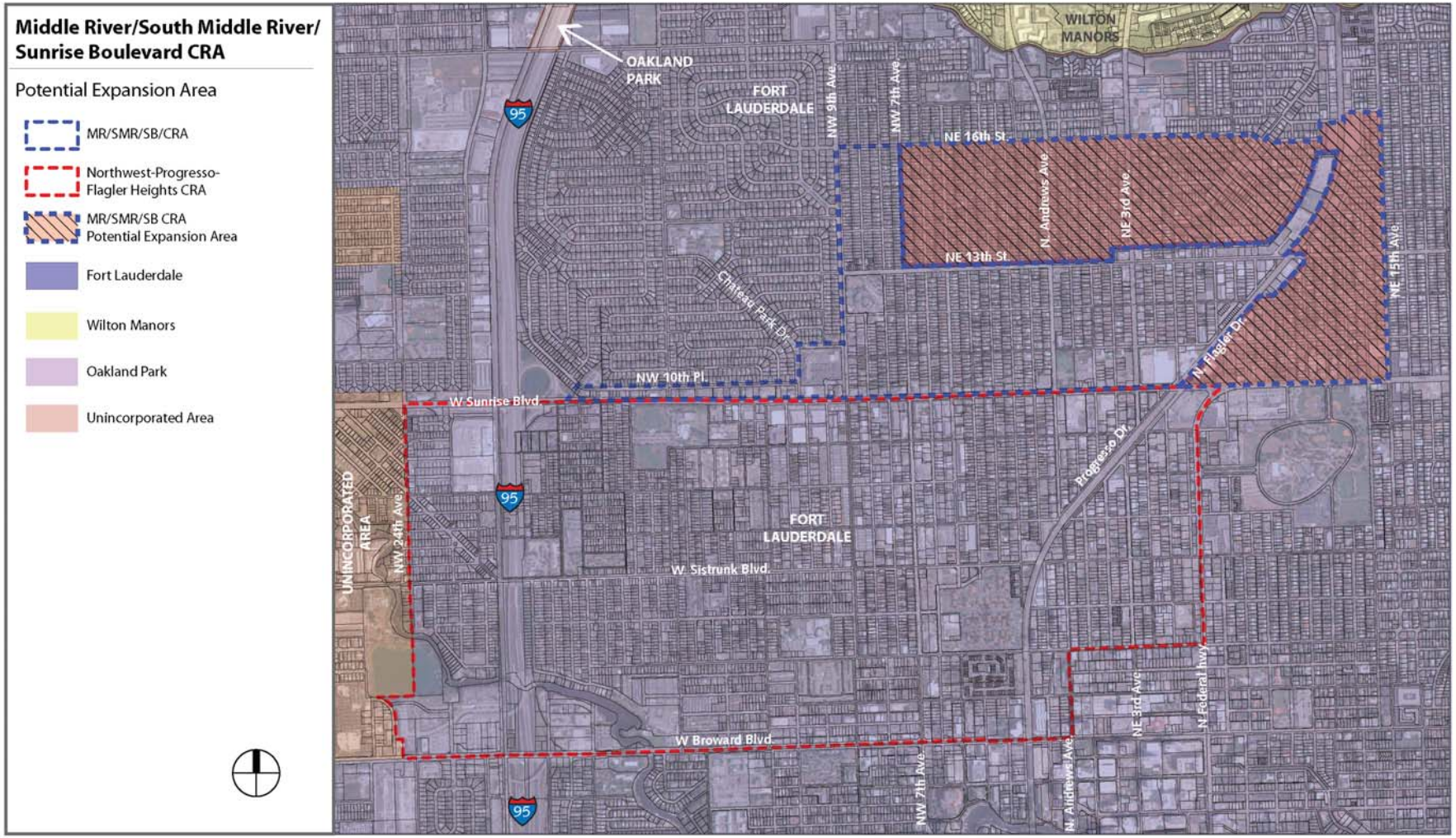
The City of Fort Lauderdale should also consider expanding the boundaries of the CRA. Several significant issues regarding the boundaries exist and should be addressed. The consideration of the expansion of the boundaries should be considered for the following reasons.

- To keep communities together.
- To take full advantage of the potential TOD project at 13th Street.
- To implement the potential Traffic Calming programs north of 13th Street.
- To expand the Tax Base of the District to enable the CRA to more readily complete its mission.

The potential areas of expansion are:

- Northward to 16th Street or the municipal boundaries.
- Eastward to 15th Avenue or Federal Highway.
- Westward to I-95.
- Square off the boundaries of the district.

A map of the potential expansion areas follows.


Middle River/South Middle River/
Sunrise Boulevard CRA
Potential Expansion Area
MR/SMR/SB/CRA
Northwest-Progresso-
Flagler Heights CRA
MR/SMR/SB CRA
Potential Expansion Area
Fort Lauderdale
Wilton Manors
Oakland Park
Unincorporated Area
OAKLAND
PARK
FORT
LAUDERDALE
WILTON
MANORS
NW 9th Ave.
NW 7th Ave.
NE 16th St.
N. Andrews Ave.
NE 3rd Ave.
NE 13th St.
NE 15th Ave.
Chaifrae Park Dr.
N. Flagler Dr.
NW 10th Pl.
W Sunrise Blvd.
Progresso Dr.
UNINCORPORATED
AREA
NW 24th Ave.
FORT
LAUDERDALE
W. Sistrunk Blvd.
N. Federal Hwy.
W Broward Blvd.
95

A. Implementation Through the Financing Plan

The priorities discussed in Section IV have been transformed into the redevelopment strategies presented in Section V. The following section identifies the financing program for the projects and the implementation of the overall program.

Assumptions

Several assumptions must be made in order to make any meaningful projections. The most important assumption is the amount of growth in taxable value. Property values throughout the region have experienced a sharp decline over the past four years. Although this trend appears to have ended, future growth is likely to be limited. The Taxable Value of the CRA area for FY 2011 is $162,010,550.

Financing for the Middle River/South Middle River/Sunrise Boulevard (MR/SMR/SB) CRA is based primarily on the increase in value generated by the improvements to the area. The increase in Taxable Value must be considered when addressing the potential to collect revenue for the CRA. The growth in Taxable Value was estimated to anticipate the revenue available. One major project that is likely to increase the Taxable Value of the district is the development of the TOD project at 13th Street. It is estimated that this project would come on line in the year 2022. However, a more aggressive strategy could occur.

Table 6.1 lists the projections of the Taxable Value and the growth rate through the year 2025

TABLE 6.1
PROJECTION OF TAXABLE VALUE
MR/SMR/SB CRA

Year	Taxable Value	Percent Change
2011	$162,010,550	0.0%
2012	$162,010,500	0.0%
2013	$165,250,761	2.0%
2014	$168,555,776	2.0%
2015	$171,926,892	2.0%
2016	$177,084,698	3.0%
2017	$182,397,239	3.0%
2018	$191,517,101	5.0%
2019	$201,092,956	5.0%
2020	$211,147,604	5.0%
2021	$221,704,985	5.0%
2022	$243,875,483	10.0%
2023	$268,263,031	10.0%
2024	$295,089,334	10.0%
2025	$309,843,801	5.0%

The millage rates that generate the TIF are assumed to stay constant at FY 2011/2012 levels, which are 4.1193 for the City of Fort Lauderdale Millage Rate. Broward County will not contribute to this CRA. Under State law, the taxing agency that applies the millage rate may retain between 5% and 50% of the incremental taxes as negotiated by the parties. For this analysis, it is estimated that 95% of the increment will be applied.

Revenue Projections

The MR/SMR/CB Community Redevelopment Agency is estimated to be established in Fiscal Year 2012 with the objective of promoting a wide range of community improvements and redevelopment activities. The CRA provides a mechanism for capturing the tax increment generated by the increase in taxable value over the Base Year. Over the 30-year life of the CRA, this stream of funds is a substantial amount.

Table 6.2 summarizes the flow of revenue from TIF generated by the CRA. An explanation of the key points demonstrated by this table follows below:

The leftmost column indicates the Fiscal Year. The fiscal year runs from October 1 through September 30, thus FY 2011 runs from October 1, 2010 to September 30, 2011. It is estimated that the County will establish the Redevelopment Trust Fund with sufficient timing to utilize the 2012 taxable values as the base year. Revenue, therefore, begins with the year 2012, assumed to be the Base Year for the CRA, and continues through 2041. This is a total of 30 years; the actual life of the CRA.

The Taxable Value (second column) indicates the total value subject to ad valorem taxation within the CRA boundary based on the projections of growth previously discussed. The initial value of $162,010,550 is the Base Year value; the difference between the Taxable Value for any given year and this value represents the Annual Increment for that year (third column), or the amount from which the Tax Increment is calculated.

The Annual TIF (column four) is applied to the Annual Increment and is calculated by applying the Ad Valorem Rate. Currently, the Total CRA Millage Rate is 4.1193 mils. By law, the actual tax increment that is funded to the CRA is limited to 95% of that amount.

The final column indicates the cumulative funds available to the CRA for improvements or programs.

Using these assumptions, the table demonstrates that the anticipated CRA revenues will not rise to any appreciative level until the year 2022 (over $300,000). TIF revenue will not reach near the $1 million annual level until the year 2031. Over the life of the CRA, the cumulative tax increment collected by the CRA will exceed $25 million. This cumulative amount is, of course, considerably less in present value. What follows is an analysis of a possible funding strategy for managing the flow of funds over the life of the CRA.

TABLE 6.2
MIDDLE RIVER/SOUTH MIDDLE RIVER/SUNRISE BOULEVARD CRA
PROJECTIONS OF TIF

	Year	Taxable Value	Rate of Growth	Incremental Value	Tax Rate	Incremental Taxes	TIF Amount	Cumulative TIF
0	2011	$162,010,550	0	0	4.1193	0	0	0
1	2012	$162,010,550	0	0	4.1193	0	0	0
2	2013	$165,250,761	2	$3,240,211	4.1193	$13,347	$12,680	$12,680
3	2014	$168,555,776	2	$6,545,226	4.1193	$26,962	$25,614	$38,294
4	2015	$171,926,892	2	$9,916,342	4.1193	$40,848	$38,806	$77,100
5	2016	$177,084,698	3	$15,074,148	4.1193	$62,095	$58,990	$136,090
6	2017	$182,397,239	3	$20,386,689	4.1193	$83,979	$79,780	$215,870
7	2018	$191,517,101	5	$29,506,551	4.1193	$121,546	$115,469	$331,339
8	2019	$201,092,956	5	$39,082,406	4.1193	$160,992	$152,943	$484,281
9	2020	$211,147,604	5	$49,137,054	4.1193	$202,410	$192,290	$676,571
10	2021	$221,704,985	5	$59,694,435	4.1193	$245,899	$233,604	$910,175
11	2022	$243,875,483	10	$81,864,933	4.1193	$337,226	$320,365	$1,230,540
12	2023	$268,263,031	10	$106,252,481	4.1193	$437,686	$415,802	$1,646,342
13	2024	$295,089,334	10	$133,078,784	4.1193	$548,191	$520,782	$2,167,124
14	2025	$309,843,801	5	$147,833,251	4.1193	$608,970	$578,521	$2,745,645
15	2026	$325,335,991	5	$163,325,441	4.1193	$672,786	$639,147	$3,384,792
16	2027	$341,602,791	5	$179,592,241	4.1193	$739,794	$702,805	$4,087,597
17	2028	$358,682,930	5	$196,672,380	4.1193	$810,153	$769,645	$4,857,241
18	2029	$376,617,077	5	$214,606,527	4.1193	$884,029	$839,827	$5,697,069
19	2030	$395,447,931	5	$233,437,381	4.1193	$961,599	$913,519	$6,610,587
20	2031	$415,220,327	5	$253,209,777	4.1193	$1,043,047	$990,895	$7,601,482
21	2032	$456,742,360	10	$294,731,810	4.1193	$1,214,089	$1,153,384	$8,754,866
22	2033	$502,416,596	10	$340,406,046	4.1193	$1,402,235	$1,332,123	$10,086,989
23	2034	$552,658,255	10	$390,647,705	4.1193	$1,609,195	$1,528,735	$11,615,725
24	2035	$580,291,168	5	$418,280,618	4.1193	$1,723,023	$1,636,872	$13,252,597
25	2036	$609,305,727	5	$447,295,177	4.1193	$1,842,543	$1,750,416	$15,003,013
26	2037	$639,771,013	5	$477,760,463	4.1193	$1,968,039	$1,869,637	$16,872,649
27	2038	$671,759,564	5	$509,749,014	4.1193	$2,099,809	$1,994,819	$18,867,468
28	2039	$705,347,542	5	$543,336,992	4.1193	$2,238,168	$2,126,260	$20,993,728
29	2040	$740,614,919	5	$578,604,369	4.1193	$2,383,445	$2,264,273	$23,258,000
30	2041	$777,645,665	5	$615,635,115	4.1193	$2,535,986	$2,409,186	$25,667,187

Funding Strategy

Revenue projections from a steady source of funds such as a CRA tax increment can be used to finance a number of catalytic programs designed to trigger the redevelopment of the area. This is the essence of a redevelopment plan. Prior planning efforts, with community involvement, have yielded a lengthy list of projects and improvements desired. The CRA revenue stream can be allocated to accomplish these projects in some order of priority.

The primary source of revenue is, of course, the tax increment. As previously discussed, this begins as a modest amount, but grows in successive years as long as redevelopment and general economic growth keep increasing the Taxable Value of the properties within the CRA. Other sources of funding, such as grants from various state and federal agencies, can and should be pursued.

The revenues could also assume benefit from cash infusions from loans. Since tax increment takes some time to build up, it is common to borrow against the future revenue stream in order to undertake key projects more quickly. Of course, this adds debt service to the list of expenditure items, and has to be planned for accordingly. In the early years, the CRA will not have an established track record and will not have a large enough increment to cover a substantial bond issue, and will consequently not be able to finance a conventional bond issue. Due to this increased risk, this loan may be for a shorter maturity and a higher interest rate than could be anticipated from issuing revenue bonds. Additionally, the CRA may require assistance from the City in terms of backing for the loan, in the early years.

A conventional bond issue can be undertaken once the CRA has sufficient annual revenues as well as an established track record. It is believed that such a track record will prevent the need for additional backing of these loans by the City, however such a backing may be possible for a limited time to reduce debt payments in the initial years. The projections indicate that the annual funds flow will continue to increase, so that the CRA will be able to support additional debt in the future.

CRA Potential Expenditures

The financial projections discussed here allow the CRA to budget for anticipated expenses to achieve the goals of the community vision. Most of the bond proceeds will be directed to paying for capital improvements and land acquisition. In addition, the tax increment funds will provide a substantial cash flow for other programs and activities, as well as the administrative overhead needed to further the community's objectives. These programs and expenditures are discussed in greater detail in Section V of this report with targets and goals outlined later in that section.

B. Identification of Catalyst Projects/Programs and 10-year Goals

Economic Development Projects and Programs

1) Attraction of users creating jobs and/or constructing facilities in the area.
2) Construction of new retail/office facilities.
3) Rehabilitation of existing, useable and viable structures.
4) Attraction of new jobs in office/retail/restaurant.
5) Attraction and assistance to the creation of the TOD.

The following should be undertaken as soon as funds and/or staff are available:

a. Creation of a developer/business liaison.
b. Creation of appropriate incentive programs to attract new construction and jobs to both the industrial and retail areas of the CRA.
c. Creation of appropriate Business Development Programs to promote the location of small businesses in CRA and to promote and assist entrepreneurial ventures by residents of the CRA.
d. Code Compliance and Code Compliance education.
e. Creation and implementation of design regulations for signage.

Housing Projects and Programs

1) Attraction of Private developers to undertake projects in the CRA district.
1) Provide incentives and zoning changes to allow more density in the central and northwestern segments of the District.
2) Owner-occupied home rehabilitation (including attraction of CDBG, SHIP, HOME and other non-CRA funds to the area.
3) Acquisition of vacant lots with rights to residential use.
4) Aggregation of privately owned (by agreement with owner) and/or publicly-owned lots into groupings appropriate for disposal via Developer RFP for market-rate housing.
5) Promote mixed use and TOD projects in the Corridor and recommended locations.
6) Disposal of mixed use and TOD assemblages via Developer RFP.
7) Replacement of sub-standard housing.

The following should be undertaken as soon as funds and/or staff are available:

1) Attraction of Private Developers to invest in the CRA area.
2) Work with the City to direct SHIP, CDBG, HOME and other non-CRA dollars to rehabilitate structures.
3) Code enforcement efforts.
4) Code compliance education.
5) Creation of code compliance assistance programs.
6) Encouragement of conservation programs for existing residential properties.

ROW and Streetscape Priorities

Capital projects for the MR/SMR/SB area should be designed to correct drainage issues, improve traffic flow, complete traffic calming, add parking and to improve area aesthetics. The development of a pedestrian corridor through the district should also be considered.

Planning and Pursuit of Land Use and Zoning Changes

1. Update the CRA Redevelopment Plan as necessary to incorporate new information and changed conditions.
2. Study specific needs and issues such as workforce housing, parking, neighborhood stabilization, or open space.
3. Increase density to allow more residential development in the district.
4. Increase employment and business opportunities in the CRA.
5. Improve street appearance and function.

Community Policing

Elements of the program could include:

- Assist in establishing a community policing program which will include new police positions including police officers, crime prevention officers, school resource officers, crime prevention equipment and other administrative support.
- Fund equipment needs for the program including surveillance equipment and monitoring.
- Fund code enforcement as it relates to community policing.
- Use the program to attract other funding sources.

Administration

Appropriate allocations must also be made by the CRA to cover expenditures that must be made for administration of the CRA Program. Staff and other costs incurred by the City for services provided to the CRA may reimbursed by the Agency based on an agreement between the parties.

The Agency will also need to regularly contract for planning, engineering and/or other professional services in order to undertake and administer projects and programs contained in this Plan and to comply with all laws and policies of the Agency or its governing body.

Expansion of the District

The City of Fort Lauderdale should also consider expanding the boundaries of the CRA. Several significant issues regarding the boundaries exist and should be addressed. The consideration of the expansion of the boundaries should be considered for the following reasons.

- To keep communities together.
- To take full advantage of the potential TOD project at 13th Street.
- To effect the potential Traffic Calming programs north of 13th Street.
- To expand the Tax Base of the District to enable the CRA to more readily complete its charge.

The potential areas of expansion are:

- Northward to 16th Street or the municipal boundaries.
- Eastward to 15th Avenue or Federal Highway.
- Westward to I-95.
- Square off the boundaries of the district.

A. When is Redevelopment Complete?

One of the most difficult concepts in the implementation of a Community Redevelopment Agency is to gauge when redevelopment is completed. This is because redevelopment is never actually "complete." The Community Redevelopment Agency or any other entity can always find more projects and/or more programs to fund to make an area better. However, CRAs have finite lives and a timeframe established when the regular stream of revenues reverts back to the City of Fort Lauderdale to carry out the full breath of its mission to provide regular services to the residents and businesses of the City. It is the intent of this section to modify the question of "When is redevelopment complete?" to "when has the Community Redevelopment Agency completed its assigned task?"

B. When has the Community Redevelopment Agency Completed its Assigned Task?

This Community Redevelopment Plan outlines the work plan for the Middle River/South Middle River/Sunrise Boulevard Community Redevelopment Agency. Many projects and programs are contained within this Plan. The completion of the Community Redevelopment Agency's work and the subsequent end or "sunset" of the Agency will wither be based on the reaching of the 30 years it may be allowed to operate, or the completion of all anticipated projects and substantial advancement of goals and objectives of the described programs and the repayment of any and all debt.

Once all of the following questions can be answered affirmatively, the CRA should be closed down and the Redevelopment Trust Fund should cease to exist.

1) Have all of the projects outlined and/or contemplated by this Community Redevelopment Plan been completed and paid for including related debt (except for on-going maintenance of the projects)?
2) Have the programs outlined and/or contemplated by this Community Redevelopment Plan been implemented and substantially impacted the community and/or met their stated goals?
3) Has all debt from the implementation of projects and programs been retired?

C. Five (5) Year Plan Review as a Method of Mitigating Changes in Local Conditions

While the above questions should trigger the completion of CRAs efforts, it is would not be wise to stick to the absolutes of the original list of projects and programs to be undertaken by the CRA as outlined in the first CRA Plan adopted. Conditions under which the Agency operates, including conditions of the neighborhood and local market conditions will change over time. When conditions change or can reasonably be expected to change, the Plan should be amended to provide for alteration to projects and programs or to provide for new projects and/or programs to address new conditions.

With this in mind, this Community Redevelopment Plan will be evaluated at a minimum, once every five (5) years after its initial adoption. During this review, the adequacy of projects and programs contained in the Plan and those created and implemented within the recommendations in the Plan shall be assessed. Projects that are no longer necessary, are out-dated, or those no longer in the best interests of the community should be removed from the plan.

The five-year evaluation shall also be a period for the formulation and inclusion into the Plan (by the appropriate amendment procedures as outlined in F.S. Chapter 163 Part III) of new projects and programs that will address the new conditions or contemplated conditions. The five-year evaluation shall in no way however, inhibit or prevent the Middle River/South Middle River/Sunrise Boulevard Community Redevelopment Plan from being amended or new programs or projects from being created and implemented at any other time as long as such plan amendments or new project/programs are in conformance with any interlocal agreements and F.S. Chapter 162 Part III.

D. Termination of Tax Increment Payments

This program requires a regular review of the progress of the CRA and the completion of projects. In the later years, the CRA may find that most of the projects have been completed. While some tax increment would still be needed to fund a few on-going programs, the majority of the tax increment may not be needed to complete the programs. At this time, the review should be focused on determining if the minimal programs still in need of funding are necessary to be completed or might have other potential sources of funding. Upon completion of this review, a determination could be made as to whether to continue tax increment collections at full levels, reduce the percentage of the tax increment collected, or whether the goals and objectives of the CRA have been met and it is time to sunset the CRA.