

Cover Page (to be designed later)

## 2016 Margate Community Redevelopment Plan



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## **PART I – HISTORY AND BACKGROUND**

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### **Margate Community Redevelopment Agency History**

After its founding in 1955, the City of Margate grew rapidly for several decades, with both residential and commercial development occurring according to adopted plans (see Appendix 1 for additional City history). However, as other nearby communities attracted commercial developments of higher quality, Margate's commercial centers and corridors became less competitive and vacancies and other issues became a serious concern. Over time, growth pressures on the roadway systems also compounded these problems.

In response, the City Commission created the Margate Economic Development Advisory Board on April 6, 1994. After extensive research, the board recommended the creation of a Community Redevelopment Agency (CRA). The first step in this process, the finding of necessity (see Appendix 2), was completed in March 1996 following a thorough investigation of existing conditions in the proposed Redevelopment Area. A CRA was then created in October 1996 to oversee the formulation of the Community Redevelopment Plan. A Community Redevelopment Plan was then completed and adopted by both the CRA Board and the Margate City Commission in September 1997. Generally, the land uses contained within the redevelopment district include single family and multifamily residential, office, retail, commercial, industrial, civic uses and parks / open spaces uses. (See Appendix 3 for more detailed information about the formation, purpose, and requirements of CRAs in Florida) A map of the CRA Redevelopment Area is shown below.



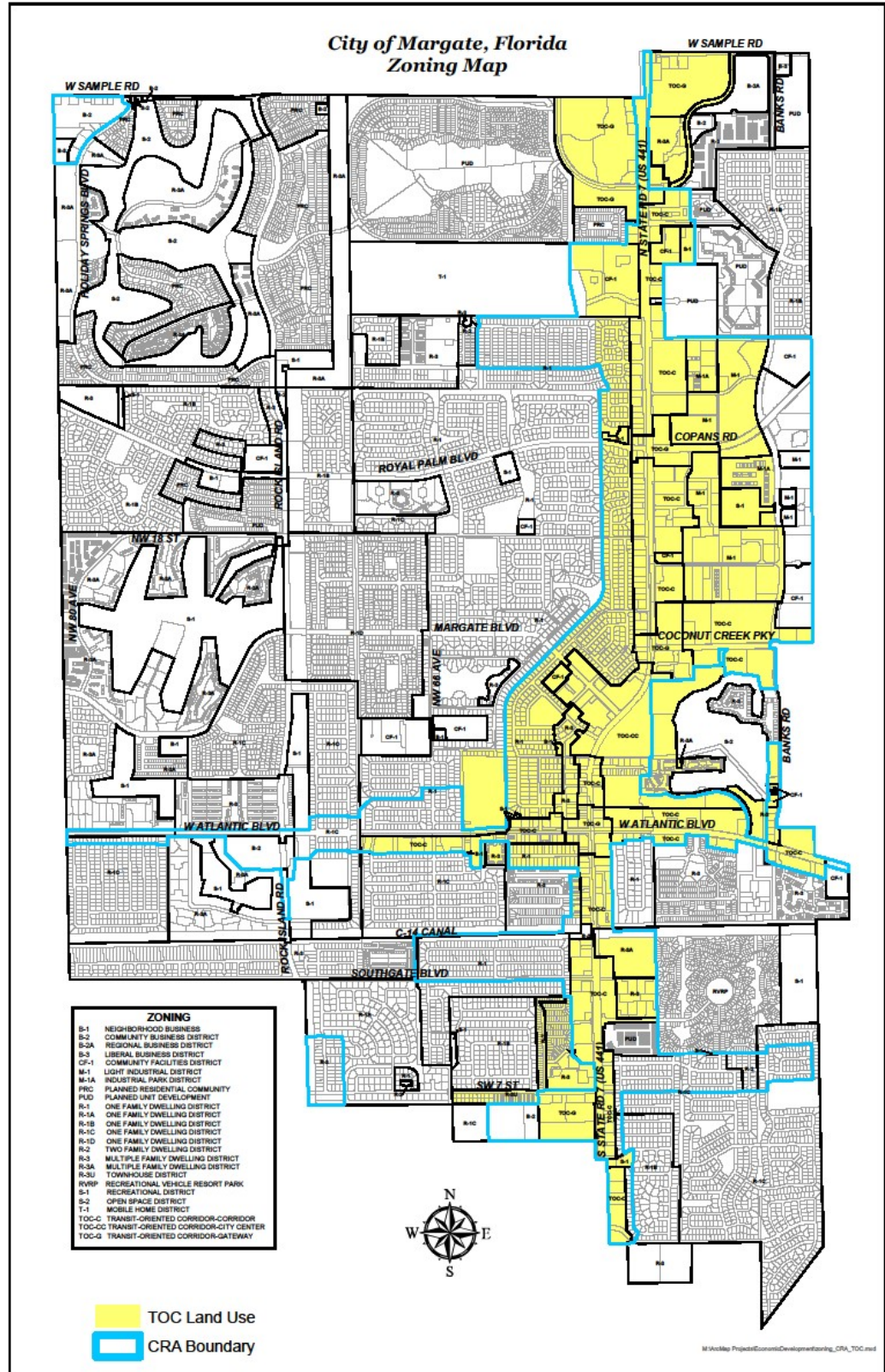


## CRA Area Features

2890 dwelling units

?? Open Space Acres

TOC Zoning



To implement the 1997 Community Redevelopment Plan, the CRA used a variety of revitalization tools (see examples in Appendix 4) to undertake several activities including: landscaping of the commercial corridors, façade improvement grants, landscape grants, and new business recruitment. As a result, the tax base grew, providing additional revenues to support future redevelopment activity.

In March 2001 the City authorized updates to the original plan to reflect accomplishments, adjustments to changing market and financial conditions, and to establish an amended plan to guide the CRA's activities for the upcoming years.

The November 2001 Community Redevelopment Plan provided a summary of conditions; goals and objectives; a redevelopment concept plan including first and second priority projects to be conducted; program budget and capital expenditures; and program organization and implementation.

The summary of conditions pointed out that from 1996 to 2001 "there have not been any substantial changes in the overall physical inventory of services. There have been few zoning changes and the land uses remain essentially the same. There have been some infrastructure improvements related to the transportation systems and an increase in capacity of the water and sewer system." The 2001 Plan also provided a "new business inventory".

The 2001 Plan provided for a series of Goals and Objectives addressing Government / Redevelopment Administration; Redevelopment Policy; Economic Development; Public Facilities and Services; and, Land use and Development Regulations. The analysis section of the plan discussed land acquisition strategy; SR 7 Corridor Study; and redevelopment suitability. This section included in-depth analysis of the suitability of properties throughout the redevelopment district and categorized them as Infill/New Development Opportunities; Stable Land Uses; Moderately Stable Uses; and High Redevelopment Potential.

The Redevelopment Concept Plan identified First Priority Actions for the first 10-years following adoption and Second Priority Items for beyond the 10-year time period. First priority items included:

- ❖ Streetscape improvements to SR 7, Atlantic Boulevard, Coconut Creek, Southgate Boulevard, and Copans Road.
- ❖ City Entry Gateways at major entry points throughout the City.
- ❖ Corridor Redevelopment Land Use Zones for the creation of overlay zoning and land development regulations for properties along SR 7 and Atlantic Boulevard.
- ❖ Margate Village Square for creation of a Town Center.
- ❖ Lakewood Mall for encouraging redevelopment opportunities.
- ❖ Coconut Creek Office Park to encourage the area to transition from commercial to office oriented uses.
- ❖ Northwest Medical Center to encourage development of uses compatible and complementary with the hospital.
- ❖ Sample Road and State Road 7 Regional Commercial for the CRA to encourage infill development of these areas, even though they are outside the district.
- ❖ Kathy Lane Residential Area to use code enforcement and grant money to encourage the physical rehabilitation of these homes.

The second priority items included:

- ❖ Working in various commercial areas for a variety of programs and improvements including façade improvements, landscape upgrades, conversion to more appropriate uses, aggregation into a common identity, etc.
- ❖ Working in the Banks Industrial Park on the road system and encourage relocation of office uses and conversion to larger industrial park users
- ❖ Working in the Office Area including the conversion of residential into office/finance center, development of vacant land for office uses, and establishment of corridor guidelines to encourage compatible new office development and discourage auto-related and drive-through uses.
- ❖ Finally, working to keep the hospital and to assist the residential areas to be upgraded.

The 2001 Plan also provided cost estimates for projects and capital improvements, program organization and implementation, and discussed statutory requirements, statutory provisions and potential sources of funding.

After adoption of the 2001 amended Plan, accomplishments included reorganization of the Agency with the City Commission serving as the CRA Board; community-wide visioning creating a basis for land development regulations and redevelopment activities; adoption of Comprehensive Plan amendments and zoning regulations to set the stage for new development; streetscape / landscape beautification; acquisition of real estate and streetscape improvements for development of a Town Center; and much more. More details are provided in Appendix 5.

In order to acknowledge goals that were achieved, adjust to new real estate and business market dynamics, and set the stage for the upcoming years, a second amendment to the CRA plan was adopted in 2009. The newly amended plan helped guide the next series of CRA activities and accomplishments.

The 2009 Amended Community Redevelopment Plan eliminated the focus on sites based on the “redevelopment suitability analysis” to replace it with projects and programs intended to correct the conditions of blight, implement concepts of the Citizen’s Master Plan, the TOC mixed land use, and the Town Center Master Plan. For planning purposes, the Redevelopment Concept Plan breaks the CRA district into the distinct geographic areas noted above. The plan identifies projects that may be appropriate CRA-wide and those that may be specific to a particular part of the district. Also, rather than grouping the projects into priority items that were in the 2001 Plan, the amendment provided that the CRA review and prioritize each year along with annual budgeting and capital project programming.

Real estate market dynamics have fluctuated greatly since 2009, and this significantly impacted the strategies and activities undertaken by the CRA due to both financial limitations and the level of interest from private developers and businesses during a major recessionary period.

As described in more detail below, more recent improvements in those market dynamics have helped the CRA make significant progress with CRA Plan implementation, including: the assembly of property and recruitment of a private development partner for the City Center project; parks improvements; streetscape and gateway improvements; business assistance programs; communications efforts; amendments to the Transit Oriented Corridor land use regulations; and community events related to business assistance and innovative community policing.

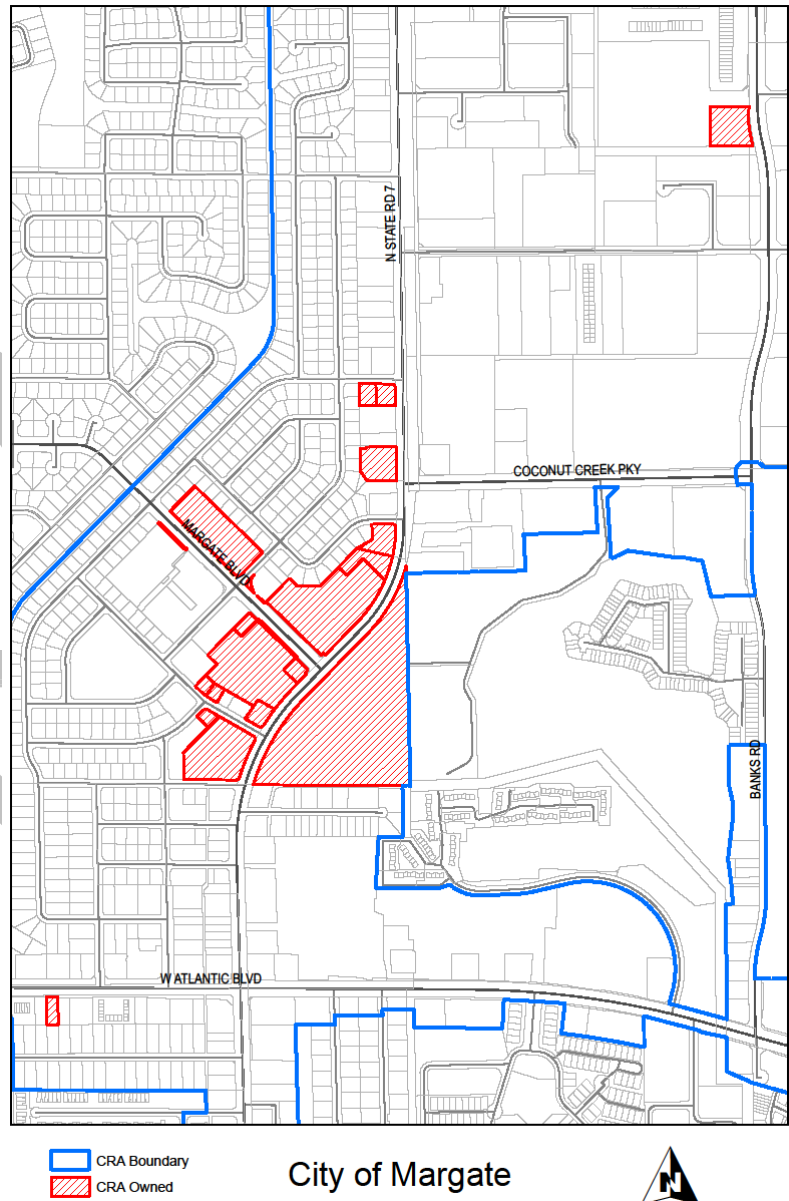
- ❖ ***Business Assistance Programs*** – Using façade and landscape improvement grants, partnerships with the Margate Chamber of Commerce, co-op advertising, weekly business e-blasts and marketing newsletters, social media promotions, business advisory and business networking events (e.g. In the Biz Tuesdays and

Executive Business Seminars), and awards for business property improvements, the CRA has substantially enhanced the business climate and ability for businesses to succeed.

- ❖ **Parks Improvements** - Kaye Stevens Park located at 5825 Royal Palm and named after the famous singer/actress and longtime Margate resident, Kaye Stevens, was renovated in 2014. Improvements to the neighborhood park just west of State Road 7, included the addition of swing benches, pavilions with picnic tables, a new winding walkway, and enhanced fishing area. In 2016, the park received the addition of a bronze statue of Ms. Stevens.

- ❖ **Property Assembly** – By assembling sites large enough to make desired types of redevelopment financially feasible, the CRA substantially advanced private investment, eliminated blighted properties and structures, brought other properties under proper management, and furthered the shared community vision. Since 2009, three additional properties were acquired, increasing the assemblage in and around the City Center district by more than an acre. The CRA also moved to demolish obsolescent and blighted structures on some sites. Current CRA property holdings as of August 2016 are shown in Figure 1.

Figure 1  
CRA Owned Parcels





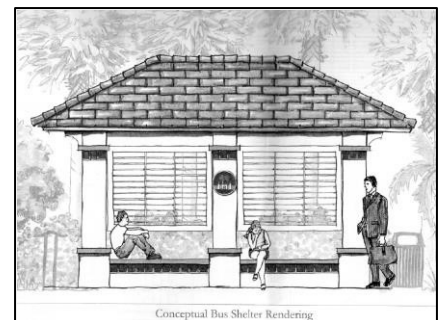
❖ **City Center Development Partner** – In July 2016, after more than two years of community input, a transparent solicitation process, and extensive negotiations, the CRA signed a development agreement with private developer New Urban Communities for a phased development of the 36-acre City Center site. This was preceded by active site assembly, community engagement, and urban design activities led by the CRA. The approved project will include a mixture of uses that include retail, office, a community center, an amphitheater, water-related activities, and residences in support of the bold community vision for the area. Exact design details, financial agreements, and phasing will be developed over the next several years, with construction anticipated to begin in 2017.

❖ **Streetscape, Infrastructure, Transit, and Gateway Improvements** – The CRA also completed a variety of public improvements to enhance the functionality, marketability, and development potential of the Redevelopment District and traffic circulation system. These included:

- Installation of a *landscaped median along Coconut Creek Parkway* between U.S. 441/State Road 7 and Banks Road as part of a joint effort with other municipalities for the Education Corridor project. Broward County subsequently followed up on those improvements with a resurfacing project that includes bike lanes as part of their routine maintenance of County roadways.
- **Landscaping of State Road 7** - The Florida Department of Transportation (FDOT) completed work on their 3R Project of State Road 7 in late 2011. The 3R project, which stands for Resurfacing, Restoration and Rehabilitation, begins at the C-14 Canal and runs north to the Sample Road overpass. This project was part of FDOT's routine maintenance of State roads which occurs every 15 years. In addition to the road resurfacing project, FDOT installed significant landscape upgrades to the roadway. Upgrades included:
  - A new irrigation system that can use alternative sourced water.
  - Installation of new brick pavers which border the landscaping inside the medians.
  - Removal of the solid concrete medians and the installation of landscaping inside them.
  - Installation of additional trees and hedges throughout the corridor.

➤ The project also included the installation of landscaping in front of Northwest Medical Center. This was the last portion of State Road 7 in Margate that needed to be landscaped. State Road 7 is now completely landscaped in the City of Margate and provides an attractive main corridor in the heart of Margate. The project was a joint effort with costs covered by several entities including the State Road 7 Collaborative Project, FDOT's Resurfacing Project Fund, Broward Beautiful and the Margate CRA. The CRA is responsible for the maintenance of the majority of the landscaped medians.

- **Bus Shelters** - The installation of eight distinctive bus shelters along State Road 7, Atlantic Boulevard, and Coconut Creek Parkway was completed by the Margate CRA in 2010. Broward County installed an additional seven bus shelters in 2012 utilizing the same design as the eight built by the Margate CRA. The CRA currently maintains all fifteen shelters.





- *Landscaping of Atlantic Boulevard* - The landscaping of the medians on Atlantic Boulevard from State Road 7 east to the Margate City border with Coconut Creek was completed mid-2012. This landscaping project was part of the Margate CRA's efforts to improve the attractiveness of the major corridors throughout the City.
- *Streetscape **DESIGNS*** – Plans have been drafted to complete the sidewalk network along Melaleuca Drive to enhance district walkability, section?
- *Banners, Sidewalks, and Light Poles* – improvements to the City Center area included the cleaning and repair of paver brick sidewalks, repainting of decorative light poles, installation of new benches, and the design and installation of banners.



- ❖ **TOC Amendments** – To clarify both existing conditions and the vision for proposed development, the CRA worked with the City of Margate to amend the Transit Oriented Corridor (TOC) district plan and regulations and obtain needed approvals from Broward County. These changes provided the development conditions needed to move forward with the development of the City Center, and will enhance development opportunities in the remainder of the CRA District as well. The TOC zoning districts overlay a large portion of but not all of these areas. The districts encourage integration of uses and include a district specifically for the City Center called TOC-CC (City Center), a district for the main stretch of the corridor called TOC-C (Corridor), and a district for major intersections and gateways called TOC-G (Gateway). A copy of the TOC Amendment can be found in Appendix 6.
- ❖ **Community Events and Marketing** – To further engage Margate residents – and attract new visitors, residents and businesses – the CRA sponsored or hosted a series of community events in the City Center. These included Margate Under the Moon, Sounds at Sundown, Winterfest, and the annual 4<sup>th</sup> of July Celebration. In addition, the CRA created and began implementation of the Strategic Marketing Plan for the District, including the use of social media, banners, events, and other promotional efforts.
- ❖ **Transparency and Communications** – To better inform the citizens of Margate and prospective investors of the CRA's activities, as well as to comply with new State regulations, the City and CRA created and maintains a website containing extensive information about programs, projects, finances, formal actions, and other activities in support of the Redevelopment Plan.
- ❖ **Tax Increment Capture** – Since the inception of the Margate CRA, more than \$31 million in **non-City** tax revenues have been captured for reinvestment into the CRA district, with nearly \$17 million of that total during the implementation of the 2009 plan through 2015. Annual Tax Increment revenues are projected to grow substantially over the next 10 years.

In 2015, the CRA Board included funds in its budget for a new update and amendment to the Community Redevelopment Plan. Challenges remain regarding the Finding of Necessity blight conditions related to traffic/transportation, the lack of a defined City Center, non-complying buildings, land assembly and other issues. This document was created **and adopted** by the CRA Board and City Commission on **(dates)** in response to that authorization.

### **Community Redevelopment Plan Purpose and Requirements**

As more fully explained in Chapter 163 Part III of Florida Statutes, the CRA Redevelopment Plan must be created to guide and authorize all activities of the CRA, including any expenditure of funds, in an effort to reduce or eliminate the slum and blight conditions identified by the Finding of Necessity. The Plan must also provide a clear future vision for the redevelopment area, identify priorities and strategies, provide updated demographic and financial information and projections, and outline the public and private partnerships needed to accomplish the goals of the Plan. By focusing on high-level strategic guidance, the Plan also provides the implementation flexibility needed for the CRA to respond to regularly changing market conditions and legal frameworks.

To be effective, in addition to meeting the statutory requirements for a redevelopment plan, it is important that The Margate Community Redevelopment Plan, as amended, recognizes recent events and CRA efforts that have impacted tax revenues (including current market conditions), as well as any recent court or legislative actions impacting Florida CRA's.

As a strategic plan that will be in effect for some time, the Plan needs to be sufficiently balanced to provide guidance to the CRA staff and board on projects and programs but not so rigid that it cannot adjust to changes in circumstances or market conditions. The Plan should also recognize the importance of partnerships with other entities doing work in the redevelopment district to leverage efforts and for coordination with the City, County, State and private entities with an interest in the area. Creating partnerships in the community has the added benefit of enhancing budget and manpower limitations.

The Plan must give the CRA the authority necessary to accomplish the tasks set forth in the Plan. The Redevelopment Act identifies a wide range of powers for a CRA, however if those powers are not specifically incorporated into the Plan they are technically not available to the agency. It is equally as important to recognize that the findings of necessity are the basis for the redevelopment program, and the Plan must be designed to correct the conditions identified in those findings. Further, the expenditure of tax increment revenues can only be made for projects and programs in the Plan, and within the CRA district.

The Plan must focus on alleviating the blighted conditions identified in the findings and putting the mechanisms in place for achieving a positive impact on the community. If the CRA's activities are strategic in nature and focused on what it can do well, it can successfully complete its work in targeted areas and then move on to improving other parts of the district.

In addition to focused projects and programs, addressing the structure and organization of the Agency will also lead to success. The amended Plan should also identify new policies and practices needed for effective operations of the CRA. This might include updated purchasing policies, as well as policies for relocation of owners and tenants necessitated by the CRA's acquisition of real estate.

Appendix 7 contains required plan contents and references to where those requirements have been satisfied in this plan.

### **Plan Amendment Purpose and Process**

The purpose of this 2016 Plan Amendment is to incorporate past work that has been completed, accurately describe current and planned projects and programs, provide updated financial projections and market condition summaries, and provide the framework for the Agency to implement projects and programs over the next five to ten years. It also addresses the need to begin creating more detailed plans and strategies for the dissolution of the Margate CRA and related trust funds in 2026 as required by State Law. Finally, this 2016 Plan Amendment will ensure consistency between the Plan and current City policies and plans regarding land use regulations, the Comprehensive Plan, Transit Oriented Corridor regulations, and other applicable ordinances, policies and regulations

This Amendment also takes into consideration recent circumstances that are out of the CRA's control. This includes court rulings as well as changes to State Regulations, Broward County land use regulations and Tax Increment policies, and State and Federal funding opportunities.

The update process included a series of stakeholder interviews, a community input meeting, community discussion at various plan review meetings, and discussions with local business groups. Relevant City policies and ordinances adopted since the 2009 Plan Update were reviewed and plan adjustments were made for consistency. Basic information regarding local market conditions were updated and included, as were updated financial projections for TIF revenues, other revenues, and project and program costs.



## **PART II –CURRENT TRENDS AND PLANNED ACTIVITIES**

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### **Market Trends**

Since the adoption of the Amended CRA Plan in 2009, the national and regional economies have recovered well from the Great Recession. Property values have continued to improve throughout Broward County and Margate, and moderate population growth is anticipated over the next 5 to 10 years. Housing and business vacancy rates are still slightly higher than desired, but they are stable and projected to decline steadily.

Development is robust throughout South Florida, and there is cautious optimism about an extended period of economic growth both regionally and nationally. It is expected that this growth will see a continued influx of new households into Margate and the surrounding areas over the next 5 to 10 years that will provide market support for the redevelopment of private projects in the CRA District. For purposes of this Plan, those trends will need to be monitored regularly, and the Redevelopment Plan will need sufficient flexibility to respond to any changing market conditions.

In addition, both regionally and nationally, there has been a substantial increase in demand for housing and mixed use environments that are walkable, accessible to transit, and include a variety of civic spaces in more urban development patterns. This trend strongly supports the vision for the City Center and other areas within the TOC of the CRA District, and is expected to continue for at least the next 5 to 10 years.

For the short term, interest rates remain at historic lows and development capital is generally available. However, there is significant retail saturation in the CRA District and the surrounding area which will likely limit initial interest until additional housing is built.

### **Regulatory Trends and Changes**

In Broward County and beyond, CRAs have been actively scrutinized over the last decade, particularly as property values and the corresponding TIF revenues paid into CRA trust funds have increased. While several new CRAs have been established over the past decade, the trend in some counties has been to make it more difficult to create or extend the life of CRAs. The current position of the Broward County Commission – as a charter county with substantial control over CRAs – is to deny any requests for expansion or extension of CRAs. While there is some discussion and legal action pending to change this policy, it is in the best interest of the Margate CRA to begin considering how to best wind down the operations of the CRA by 2026.

Another aspect of this enhanced scrutiny has been the passage of State regulations regarding CRAs that require an active website containing certain basic information and expanded reporting requirements under State Special Districts regulations. There have been active investigations of CRA activities by Inspectors General in a number of counties (including Broward), as well as a Grand Jury inquiry in Miami-Dade County.

Given this heightened level of scrutiny, this Plan Amendment must provide clear direction as well as flexibility for the implementation of the shared community vision it represents. It must also create a sense of urgency and prioritized focus given the probability that the Tax Increment funding, a significant implementation tool, will no longer be available to the Margate CRA after 2026. Finally, the Plan needs enough flexibility to respond to any future changes in the regulatory environment for redevelopment in Florida.



### **Planned Activities and Projects**

In support of the shared vision, the stated goals and strategies, and the various partnerships in place, the Margate CRA anticipates undertaking a variety of activities that address the issues outlined by the original Finding of Necessity and consistent with the City's Comprehensive Plan and other Land Development Regulations. Those activities include, but are not limited to, the following:

*City Center Development* – The CRA will move forward to finalize needed agreements, designs, and public improvements as guided by the development agreement with New Urban Communities. This will include: managing existing properties to be redeveloped in later phases; improving and maintaining streetscape, medians, and other public realm amenities; improving the storm water and sewer systems according to developed plans and project phasing; creating new civic and recreational facilities like the community center, waterfront promenade, canal upgrades, canoe/kayak launch, plazas, fountains, and amphitheater; constructing a public parking garage; and improvements to enhance connectivity across US 441/SR 7, including upgraded signalization. It may also include financial and other assistance to existing or new businesses in the City Center district, advocacy for pedestrian improvements to be made by FDOT or others, and assistance with regulatory approvals at the County and State levels. The capital projects planned for City Center are described below.

- ❖ Amphitheater: The planned improvements for City Center include the design and construction of an amphitheater/band shell along the waterfront promenade area on the eastern edge of the site. Construction will coincide with the privately funded elements of the project.
- ❖ Community Center: Plans for the redevelopment of City Center parcels call for the establishment of a new community center on the eastern parcel, adjacent to the waterway. The center will be a vibrant, active destination for residents and visitors and will, at a minimum, include a gymnasium, exercise rooms, workout equipment, and meeting space.
- ❖ Parking Garage: The City Center project will create a destination in Margate for shopping, dining, entertainment and recreation. The CRA has committed funds for a parking structure to accommodate future demand for spaces.
- ❖ Waterfront Promenade and Boat Launch: Among the CRA's planned improvements or City Center include opening up the canal area and creating a promenade along the waterway at the eastern edge of the site, as well as an area to launch canoes/kayaks/paddleboards etc.
- ❖ Utility/Infrastructure Contingency: The CRA has committed funding for certain utilities and infrastructure within the public areas including potential upgrades to a lift station. These facilities will be installed as the various phases of the project are constructed.
- ❖ Streetscape and Signalization: The CRA will participate in funding certain improvements as needed to the existing streets adjacent to the project, and signalization upgrades, especially at the intersections along SR 7.
- ❖ Stormwater Improvements: The MCRA contracted with Kimley Horn in FY 2015/2016 to design and permit a Stormwater master plan for the City Center development project. The CRA committed funds for these improvements as a redevelopment incentive. The proposed site plan calls for increased water storage on the east parcel at the north end of the canal. Additional Stormwater improvements may be necessary.
- ❖ State Road 7 Greenways: The conceptual plan for City Center envisions a number of public open space areas as well as greenways to serve as a buffer between pedestrians and traffic along State Road 7.

These improvements will be installed in phases concurrent with the construction of the privately funded elements of the project.

- ❖ Public Plazas, Fountains, Open Space: The CRA has committed funds for public amenities associated with the City Center development project, including public plazas, fountains, and open space areas. Installation of these public elements will occur as the privately funded elements of the project are phased in.

*Public Realm Improvements and Maintenance* – To correct conditions of blight, improve traffic and pedestrian circulations, and implement the Citizen’s Master Plan, a number of improvements to other areas of the public realm will be undertaken, including but not limited to the following:

- ❖ Melaleuca Drive Improvements -- Melaleuca Drive from Atlantic Boulevard to NW 9th Court is located within the Transit Oriented Corridor (TOC) area, and is immediately adjacent to property proposed for development as the City Center project. Existing development along Melaleuca Drive includes multifamily buildings, commercial uses, and some single family homes. The street has significant pedestrian traffic, especially during the school year. There are limited sidewalks and street lights, as well as minimal landscaping. The proposed Melaleuca Drive project will complete the sidewalk network on both sides of the street, provide street lighting where needed (standard FPL light poles), and plant trees and shrubs for beautification purposes.
- ❖ Winfield Boulevard Improvements: Winfield Boulevard is the gateway to a large residential subdivision comprised primarily of single family homes, with multi-family units on the westernmost sections. The existing medians at the east end of the roadway are in poor condition. This project will enhance the medians and add entrance signage and additional street trees, traffic calming and landscaping where appropriate along the corridor.
- ❖ David Park/Community Center: This project will include improvements to the park/playground facilities as well as the existing community center facade. Phase I improvements will focus on the playground improvements including Americans with Disability Act (ADA) accessibility and new equipment, outdoor restroom facilities and the addition of parking and a picnic pavilion. Phase II improvements will include facade improvements to the exterior of the building and the addition of a covered walkway/drop-off area.
- ❖ Copans Road Median Improvement: This project entails the addition of landscaping improvements including flowering, colorful trees and palm trees, shrubbery, irrigation, demolition, soil, mulch, and if approved by Broward County, the addition of glass aggregate design elements in the existing concrete areas of the current median.
- ❖ Coconut Creek Parkway (Phase II): The Coconut Creek Parkway Median Improvement Project was completed in January 2016. The MCRA is allocating funding to incorporate glass aggregate design elements and additional plant material as Phase II of the beautification project.
- ❖ Colonial Drive Pedestrian Safety & Landscape Beautification: Northwest Medical Center is a major employer in the CRA District. The hospital has been dealing with safety issues related to employees parked on the south side of Colonial Drive crossing the street to get to-and-from the hospital. This project will address alternatives for implementing a safer pedestrian crossing, as well as beautifying the median within Colonial Drive and enhancing adjacent landscaped areas.

- ❖ Sports Complex (Covered Field): The CRA owns a 1.5 acre parcel of land adjacent to the City's Sports Complex which is planned for multi-purpose use including covering the field to provide shade and cover during inclement weather. The project will also include bleachers, restrooms and a snack bar.
- ❖ Bike/Pedestrian Improvements: The CRA may implement measures that improve the convenience and safety of bicycle and pedestrian travel throughout the district, especially at major intersections. These crossings would be designed to improve safety and highlight the intersections as significant crossroads in the community, and to improve multi-modal connectivity in the Downtown area, City Center project, and throughout the district.
- ❖ Wayfinding – The CRA will complete the design and installation of the wayfinding signage system as a way to direct visitors to City Center and other points of interest within the CRA and City. This project will provide a comprehensive signage program with a consistent design that will help to enhance the City's image and identity, especially within the community redevelopment area.
- ❖ Neighborhood Signs: In conjunction with the wayfinding signage program, neighborhood entrance signs will be designed and incorporated as part of the overall implementation plan.
- ❖ Park improvements – In addition to planned improvements to David Park and the City Sports Complex, the CRA may work with the City to create new parks or enhance other existing parks within the district boundaries, especially those that are identified in the City's Parks and Recreation Master Plan.
- ❖ Landscape & beautification enhancements – The CRA will invest in the landscaping and beautification of travel corridors as needed and appropriate, particularly in highly visible gateway areas.
- ❖ Public Art Program: The City has embarked on a public art program to encourage new art installations throughout the City. The CRA will contribute to public art projects with the CRA district in order to further enhance the character of the redevelopment area.
- ❖ Property Acquisition: The CRA has been acquiring property for the City Center development project since 2004, with approximately 36 acres of land assembled to date. There are several parcels that if acquired would improve the cohesiveness of the project. In addition, there are a number of blighted properties throughout the City Center area and elsewhere in the CRA district, that the agency may want to demolish or renovate. Other acquisitions may be necessary to provide parking for public facilities or to incentivize private investment. The CRA will continue to pursue acquisition opportunities as they become available.
- ❖ Maintenance – Where feasible, the CRA will maintain or provide funding for the maintenance of streetscape, bus shelters, signage, medians, and other public realm improvements it has implemented in the district.

*Business Assistance and Economic Development Programs* – The CRA will continue to provide grants for landscape and exterior building improvements to private commercial and mixed use properties, as well as initiatives such as the Development Infrastructure Assistance program to attract additional private investment. It will also continue business educational and co-op marketing, and may add other innovative programs to facilitate the creation and operation of new businesses in the district. Finally, the CRA may explore assistance to aging rental housing stock in strategic locations that impact consumer perceptions and investor confidence.

- ❖ Affordable Housing – The CRA will support the creation of affordable housing as described in the TOC regulations in order to provide a healthy mix of housing for a variety of income levels. As resources permit, funds may be allocated to rehabilitate housing elsewhere throughout the district, and provide assistance to income qualified home buyers in attaining home ownership.
- ❖ Art and Culture Initiatives – The CRA plans to implement art and cultural initiatives as an economic development tool, to enhance the City’s identity, attract new visitors to Margate, and incentivize private investment in the area. These may include but are not limited to facilities and programs such as an arts incubator, performing arts venues, studios and galleries, artist residency programs, and initiatives to ensure access to the arts for people of all ages, ethnicities, and physical abilities.
- ❖ Economic Development Incentive Initiatives: The CRA adopted the Development Infrastructure Assistance (DIA) grant program, and will consider other incentive programs to attract new businesses and retain existing businesses, as a means of promoting job growth and economic development within the district. These initiatives may include the establishment of a business incubator, farmer’s market, maker space or similar programs to facilitate the creation and operation of new businesses in the district.
- ❖ Community Engagement and Marketing – To create broader support for businesses in the CRA District and to help attract new businesses and residents, the CRA will continue to invest strategically in community events, marketing campaigns, and public relations activities. This will be particularly crucial as business spaces in the City Center development become available for leasing – which will likely precede actual construction.
- ❖ CRA Offices – To enhance operations and community engagement, the CRA offices will be moved to 6280 Atlantic Boulevard, a CRA-owned property that will be upgraded in advance of the move.
- ❖ Chamber of Commerce Sponsorship: The MCRA will sponsor events, meetings, and workshops with the Chamber of Commerce that promote business growth and retention within the MCRA district. The CRA also anticipates continuing to provide rent-free office space for the Chamber of Commerce as part of its support.
- ❖ Commercial Property Improvement Grant Programs: The MCRA offers grants that will reimburse a portion of the costs of eligible façade and landscape improvements to commercial properties in the district. The maximum grant amount varies depending upon the size of the building.
- ❖ Community Policing Innovations: As resources permit, the CRA will work with the Margate Police Department and the local community to determine if community policing initiatives are needed and appropriate for neighborhoods or business areas in the CRA district.
- ❖ Property Management/Maintenance: The CRA contracts with a property management firm to handle maintenance and leasing activities in the centers and vacant parcels that it owns. In addition, the CRA has contracted for maintenance of the landscaped medians within the major traffic corridors in the district.



## **PART III - PLAN GOALS AND OBJECTIVES**

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### **Section 1 - Goals and Objectives**

Following are the Goals and Objectives of the 2016 Margate Community Redevelopment Plan. These Goals and Objectives are based on the 2001 and 2009 Plans while being modified and updated to reflect accomplishments, changed conditions, and current and planned activities. These goals are quite comprehensive – it is important to note that given the limited time frame the CRA has left, it will not be possible to fully achieve them all. Goals address *Government/Redevelopment Administration; Redevelopment Policy; Economic Development; Public Facilities and Services; and, Land Use and Development Regulations*.

#### ***Government/Redevelopment Administration***

##### **Goal I**

Maintain the administrative framework and financial mechanisms necessary to achieve the goals and objectives of the Margate Redevelopment Plan, and provide adequate safeguards to ensure redevelopment activities will be carried out pursuant to the Plan.

##### **Objectives**

1. The Agency will continue to maintain full-time staff dedicated to the CRA to oversee day-to-day operations of the program.
2. The Agency will formulate and adopt policies and procedures to create effective and efficient CRA management and operations.
3. The Agency will continue to leverage tax increment revenues with other funds by applying for grants, commercial loans or other financial mechanisms to expedite the completion of capital projects.
4. The Agency will periodically evaluate its strategic objectives to ensure consistency with objectives contained in the City's Comprehensive Plan.
5. The Agency will continue to participate in the comprehensive planning process, and coordinate with the City to implement the Redevelopment Plan effectively.
6. The Agency will continue to work with the City to facilitate the expeditious approval of private development projects that further the goals and objectives of the Redevelopment Plan.
7. The Agency will continue to work with the various public and private leaders using their talents to maintain and improve civic pride.
8. The Agency will utilize community leaders' talents to help identify desirable special events activities as part of sound marketing and promotional strategies.
9. The Agency will continue to promote effective communication with the residents and businesses throughout the community to garner public input, understanding and support.
10. The Agency will continue to enhance public information services for all aspects of the redevelopment program via methods such as newspaper reporting, a more comprehensive city newsletter, advertisements, speaking engagements at neighborhood and civic organization meetings, internet web sites, other electronic media, etc.
11. The Agency will develop a transition plan for continued redevelopment activities after the Agency has been dissolved in 2026. Such plan will evaluate the potential for the Chamber or other non-profit organizations to play a larger role, including the potential formation of a Business Improvement Districts for City Center, Southgate, Uptown/Medical District, or the entire TOC zoning district. It may also suggest additional roles for City staff, County staff, the Broward Alliance, and other economic development entities.

## Redevelopment Policy

### Goal I

Eliminate the conditions of blight identified in the Findings of Necessity and other such conditions as they may present themselves from time to time.

### Objectives

1. The Agency will regularly review its projects and programs to ensure that it is focused on eliminating the conditions identified in the Findings of Necessity as follows:
  - a. The street layout contributes to inefficient and unsafe traffic circulation;
  - b. Lots in some residential areas are smaller than the minimum required by Code, and some commercial lots are too small to be redeveloped using current land development regulations.  
*Note: currently there are no known issues with residential lot sizes.*
  - c. There is excessive traffic on Atlantic Boulevard and SR 7;
  - d. There is unsafe uncontrolled access to and from properties along Atlantic Boulevard and SR 7;
  - e. Open storm drainage canals have steep slopes and poor water quality creating unsafe conditions;
  - f. Many older buildings do not meet current Building Code requirements;
  - g. There is a general deterioration of housing stock and more than 50% of commercial buildings exhibit deterioration of site or building conditions;
  - h. Diversity of land ownership makes redevelopment difficult;
  - i. There are land use conflicts between commercial and residential with minimal buffers;
  - j. There is no town center or civic space that is the heart of the community;
  - k. Due to trends in the growth of the ad valorem tax base, the City will have difficulty meeting expenditure commitments;
  - l. There is a lack of pedestrian and vehicular connectivity in parts of the community;
  - m. Some roadways are below the adopted level of service standard; and there are a high number of automobile, bicycle, and pedestrian accidents on some streets.
2. The Agency will also continue to work toward the elimination of other blighting influences including:
  - a. Dilapidated and unsafe structures through land acquisition and the demolition and removal of derelict structures where it is deemed appropriate.
  - b. Existing substandard structures through enforcement of the City's housing and building codes and the provision of financial incentives for rehabilitation. To accomplish this, the Agency will continue implementing the façade improvement program and modify the program to adjust to circumstances as needed.
  - c. Unsanitary and unsightly outside storage conditions through enforcement and revision of City zoning codes.
  - d. Unsanitary and unsightly dumpsters used for the storage and removal of solid waste through consolidation of service and the revision of contracts with solid waste service providers, which designate separate service areas.
  - e. Nonconforming uses that detract from the character of the community, hindering investment opportunities through negotiation, acquisition, exchange, transfer of development rights, or any other available means in cooperation with property owners.
  - f. Inappropriate pass-through uses such as, used cars, auto mechanics and body shops, pawn-shops, second-hand stores, gas stations, convenience stores, and fast food establishments. This can be accomplished through establishment of enhanced design and performance standards or by encouraging these uses to relocate to more appropriate sites in the community.

## **Goal II**

Prevent the future occurrence of slum and blight.

### **Objectives**

1. The Agency will work with the planning staff, Planning and Zoning Board, residents of the area, and the City Commission to implement the TOC zoning districts throughout much of the Redevelopment Area, and upgrade the zoning classifications within the Redevelopment Area to include architectural design standards for new construction and rehabilitation.
2. The Agency will evaluate areas outside of the TOC to ensure that new development consists of appropriate land uses that will stabilize and enhance the area while, as closely as possible, representing the desires and interests of residents and property owners.
3. The Agency will work with area economic development organizations to formulate economic development strategies for the Redevelopment Area that will ensure future economic stability.
4. The Agency will work to eliminate conditions that decrease property values and reduce the tax base.
5. The Agency will create programs promoting development and rehabilitation of properties including financial or other economic incentives to facilitate new investment in the Redevelopment Area thereby increasing the tax base.

## **Goal III**

Encourage the acquisition, demolition, and reuse of those properties, which, by virtue of their location, condition, or value no longer function at their highest potential economic use, are blighting influences or have a negative effect on revitalization efforts.

### **Objectives**

1. The Agency will continue to work with public agencies and private organizations to facilitate redevelopment of the City Center area including but not limited to holding events and farmers' markets on the land, renovating and reusing existing structures, and/or coordinating with development partner(s) for the purpose of redeveloping the area.
2. The Agency will regularly evaluate its approach to land acquisition to ensure that future acquisitions provide the greatest impact on fulfilling the objectives of the redevelopment program.
3. The Agency will work with owners of properties located within redevelopment project areas to encourage their cooperative participation in Agency sponsored redevelopment projects.
4. The Agency will continue to encourage partnerships among the property owners, the private sector, and the public sector in order to implement proposed redevelopment projects that will achieve public goals.
5. The Agency will formulate and adopt Agency acquisition and relocation policies to address the replacement housing needs of those persons whose properties will undergo reuse activities and may be temporarily or permanently displaced. This includes acquisition of commercial and residential properties, as well as relocation of the respective occupants.
6. The Agency will formulate and adopt Agency policies and incentive programs to encourage the private sector to participate in redevelopment projects and programs.

#### **Goal IV**

Oversee future development proposals to ensure high quality design standards are met.

#### **Objectives**

1. The Agency will encourage the City to establish a Community Appearance Board for review of development proposals.
2. The Agency will work with the City to formulate and adopt architectural design standards to improve community appearance.

### ***Economic Development***

#### **Goal I**

Establish a diverse, identifiable character for the City within the Redevelopment Area while promoting economic vitality through private sector investment.

#### **Objectives**

1. The Agency will continue to establish partnerships between the public sector and private sector for the purpose of understanding the mutual benefits of proposed redevelopment projects including implementing the TOC zoning districts and City Center redevelopment.
2. The Agency will continue to identify opportunities for all sectors of the economy and work toward successful implementation of projects and programs, including the TOC zoning districts and City Center redevelopment while considering the needs of those currently located within the Redevelopment Area.
3. The Agency will continue to improve the investment image of the Redevelopment Area and utilize selected public actions to stimulate private investment including streetscaping, landscaping, gateway enhancements in Southgate and Uptown, and implementation of the TOC zoning districts and City Center redevelopment, as well as conducting and sponsoring area activities such as events, promotions and farmers' markets.
4. The Agency will make the Redevelopment Area competitive with major activity centers in nearby communities by implementing the TOC zoning districts, the City Center redevelopment and other area improvements.
5. The Agency will expand the economic base of the Redevelopment Area retaining existing jobs while creating new diverse employment opportunities by implementing the TOC zoning districts, creation of art and culture venues and initiatives, City Center redevelopment, improvements to the industrial park, medical district, and other employment centers.
6. The Agency will create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals by assisting in the development of the City Center and implementing the TOC zoning districts.
7. The Agency will work with the City, Chamber of Commerce and other organizations and agencies as appropriate to establish business retention, recruitment and expansion programs such as creation of a business incubator, small business assistance program, art and culture initiatives, marketing efforts, a public market, and other programs that can help local entrepreneurs to establish and grow businesses in the Redevelopment Area.



## **Goal II**

Invigorate the business community and revitalize existing commercial properties.

### **Objectives**

1. The Agency will continue to support the Chamber of Commerce and encourage their integration into the redevelopment process.
2. The Agency will continue to support the retention and expansion of the hospital along with the development of medical related office uses, and attract additional office employment base to support the existing retail market with attention given to redevelopment of existing retail parcels to office use.
3. The Agency will consider the creation of programs to assist properties to implement the TOC zoning districts and develop strategies for public and private sector reinvestment in struggling commercial properties and target shopping centers with high vacancy rates to receive the benefits of such programs that may be developed.
4. The Agency will promote economic development strategies including supporting efforts of the Chamber of Commerce as well as evaluating other tools for revitalization and economic development that encourage patronage of local business, thwarting economic leakage into surrounding areas enabling the retention and expansion of existing businesses.
5. The Agency will evaluate economic development and revitalization tools and work with members of the community to utilize these tools locally
6. The Agency will encourage major employers in Margate to reactivate and address issues, becoming a more vocal partner including supporting efforts of the Chamber of Commerce and the Agency..
7. The Agency will formulate a master plan for the revitalization of Banks Industrial Park including retention and recruitment of employers, construction of infrastructure necessary to support revitalization, and enhancements to public spaces including the municipal complex.

## **Goal III**

Market the Redevelopment Area as a major destination point.

### **Objectives**

1. The Agency will work with the Chamber of Commerce, the City Center developer, the Broward Alliance, and others to promote the Redevelopment Area, as it relates to the community's unique economic activities, and market its assets.
2. The Agency will work with local government and the Chamber of Commerce to ensure sufficient funding for marketing that may include national campaigns as well as local and regional promotional efforts.
3. The Agency will maximize marketing opportunities in conjunction with other promotional organizations in the region including the Chamber of Commerce.
4. The Agency will project the image of the Redevelopment Area as a safe and exciting place to go while encouraging both business and family oriented patronage by continuing to sponsor and hold community events, supporting the growth of art and cultural initiatives, farmers market and other promotional activities.
5. The Agency will work with the Chamber of Commerce to promote the Redevelopment Area as a unique center with activities that include a full range of commercial, office, institutional, community, residential, neighborhood service facilities, arts, and entertainment.

## ***Public Facilities and Services***

### **Goal I**

Work with the City, Broward County, FDOT and other agencies as needed to ensure provision of the necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the Redevelopment Area.

#### **Objectives**

1. In cooperation and coordination with the City and other agencies and property owners as needed, the Agency will formulate an inventory of public facility needs to support existing and future demands anticipated by redevelopment activities. It will also maintain a five-year capital improvement program in which projects are coordinated among all appropriate agencies and will annually incorporate funding into the budget and amended five-year capital program to coordinate with the City and other agencies to provide the needed public facilities. In keeping with State regulations, the Agency will not provide funding for any projects contained in the City Capital Improvements Program.
2. The Agency will continue to work with all appropriate government, private utilities and property owners to ensure the efficient provision of adequate services for future development including electricity, telecommunications, internet broadband, cable television, water, stormwater, sanitary sewer, gas, and solid waste.
3. The Agency will develop and maintain a list of all utility providers and their appropriate contacts to help facilitate expedient service for future land development projects.
4. The Agency will endeavor to relocate overhead utility lines underground or to areas outside of immediate visibility in conjunction with new development and redevelopment projects, and will incorporate this work into annual budgets and five-year capital plans as appropriate.
5. The Agency will formulate a program of streetscape improvements to assist in implementing the TOC zoning districts and City Center development agreements, including new and improved street lighting systems.
6. The Agency will coordinate with the City, South Florida Water Management District, other public agencies, and private property owners as needed to formulate a regional approach to stormwater management. This includes working with regulatory agencies to develop creative solutions to problems that inhibit rehabilitation and development of substandard sized properties.
7. The Agency will work with the City, County, South Florida Water Management District and other public agencies and private organizations as needed to identify and implement alternative water supplies, re-use systems and other innovative and conservation techniques into public facilities and infrastructure planning.

### **Goal II**

Plan and support a safe efficient traffic circulation system that implements the City Center development and TOC zoning districts, and provides sufficient access for all modes of transportation between activity centers within the Redevelopment Area and the balance of the community.

#### **Objectives**

1. The Agency will continue to work with FDOT and the Broward County Metropolitan Planning Organization (MPO) to implement proposals contained in the State Road 7 Corridor Study as applicable, with priority given to the City Center area.

2. The Agency will work with FDOT to employ access management strategies including reconfiguration of center medians, driveway access points, and the creation of a frontage road on State Road 7.
3. The Agency will formulate programs as needed to assist property owners to implement this Redevelopment Plan and the TOC Land Development Regulations.
4. The Agency will work with the City, County, and FDOT to assess existing traffic patterns and pursue any automotive transportation improvements which may include access control, vacating of right of ways, redistribution of traffic, roadway realignment, directional changes in traffic flow, and other measures which will increase traffic carrying capacity and traveling convenience.
5. The Agency will work with the City and private property owners and businesses to create a parking system to support existing activities and increased demands as new development occurs in the Redevelopment Area, taking into consideration quantity, location, and design of such facilities. This may include the creation of public parking lots and/or garages, shared parking agreements, or the formation of public/private partnerships for creation of additional parking.
6. The Agency will formulate and implement a plan or plans to promote and/or provide for a more efficient traffic circulation pattern through the industrial area bounded by State Road 7, Copans Road, Coconut Creek Parkway, and Banks Road.
7. The Agency will work with area-wide mass transit providers including Broward County Transit, Margate Intercity Transit, taxi services, and shuttles to encourage the expansion of an efficient mass transportation system, construction/maintenance of bus shelters and other physical improvements which will enhance the comfort and convenience of the system.
8. The Agency will work with the City, County, FDOT and private property owners as needed to create a safe, secure, appealing, and efficient pedestrian system linking the City Center project areas, major activity centers, parking facilities, and other interchange points.
9. The Agency will encourage pedestrian and bicycle pathways through the Redevelopment Area, appropriately designed and separated from auto circulation for safety purposes, to be used as positive tools to improve the area's environment in conjunction with the use of landscaping and other visual treatments.
10. The Agency will work with the City, County, FDOT and private property owners as needed to provide interconnection of uses and areas by connecting driveways and parking lots, constructing frontage roads and/or constructing new roadway connections in appropriate areas.
11. The Agency will work to prevent the creation of negative impacts upon pedestrian movement within the CRA.

### **Goal III**

Work with the City and County as appropriate to establish and improve parks, recreation, open-space, and beautification efforts to create an identifiable character for the Redevelopment Area that will reflect a pleasant appealing atmosphere for working, shopping, touring, and residing.

### **Objectives**

1. The Agency will implement the plan for public spaces identified in the City Center site plan, including the waterfront promenade and canoe launch, amphitheater and public green, community/recreation center, and public square.
2. The Agency will work with the City to implement recommendations contained in the 2016 Parks and Recreation Master Plan for the CRA District and will, when appropriate, improve existing parks and acquire land to develop new neighborhood parks.
3. The Agency will work with the City to pursue park and recreational opportunities on existing publicly owned lands.

4. The Agency will secure grant funding when possible to leverage tax increment revenues to accomplish stated goals.
5. The Agency will continue to prepare landscaping, streetscaping, and lighting plans for public spaces to strengthen the character of the Redevelopment Area and encourage the use of these features when negotiating private sector development plans.
6. When undertaking streetscape improvements, new private construction and building rehabilitation, the Agency will place utility lines underground where it is feasible to improve visual qualities.
7. The Agency will utilize a variety of beautification techniques to provide comfortable, pleasing, and healthful work, leisure, residential, and shopping environments.

#### **Goal IV**

Continue to provide for the public health, safety, morals, and welfare of the community.

#### **Objectives**

1. The Agency will work with the City Police and Fire Departments to implement community policing innovations within the Redevelopment District as defined by the Redevelopment Act, including initiatives such as community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.
2. The Agency will incorporate crime prevention through environmental design (CPTED) techniques for all public places and for proposed public/private co-venture redevelopment projects as part of its innovative community policing efforts.

### ***Land Use and Development Regulations***

#### **Goal I**

Work with the City, private property owners and others as needed to implement the TOC future land use and zoning regulations, implement development of the City Center, and begin working with the City and other stakeholders to implement concepts formulated by the Citizens Master Plan in areas of the CRA not addressed by the TOC.

#### **Objectives**

1. The Agency will continue to utilize available public and private resources through the redevelopment process, acquire land (if needed), master plan, design, and construct a new City Center for the City of Margate. The CRA will develop the public components of the approved City Center plan, including hiring of design and construction professionals, and will dispose of its interest in real property pursuant to the provisions of the Redevelopment Act.
2. The Agency will implement land acquisition strategies to target sites for demolition and redevelopment to new improved land uses based on market opportunities ensuring consistency with objectives contained in the Redevelopment Plan pursuant to acquisition policies of the Agency.
3. The Agency will promote and locate strategic land use activities of regional importance within the Redevelopment Area to capture additional market opportunities while reinforcing the unique character of the community.
4. The Agency will develop land uses and patterns that compliment and strengthen existing activity centers.



5. The Agency will formulate future land use strategies on the premise of sound market analysis and demographic research.
6. The Agency will implement land acquisition and relocation strategies to relocate uses from undesirable to desirable locations based on consistency with the City Center redevelopment, the TOC zoning regulations and compatibility with other uses, and use incentives to promote redevelopment of properties to conforming uses.
7. The Agency will work with the City to ensure that both public and private development projects are consistent with the City's Comprehensive Plan.

## **Goal II**

Encourage innovation in land planning and site development techniques.

### **Objectives**

1. The Agency will work with the local planning staff, Planning and Zoning Board, City and County Commissions, and community to implement the vision of the TOC.
2. The Agency will work with the City to establish architectural design standards for the CRA district.
3. The Agency will formulate a program of incentives for developer proposals that provide for creative design and amenities.
4. The Agency will facilitate the on-site mixing of residential and commercial uses in appropriate locations.
5. The Agency will promote multi-story commercial/office/residential mixed-use development and multi-story office use developments.
6. The Agency will work with the City, private property owners and others to conduct master planning efforts and appropriate overlay or other zoning and development standards for areas not addressed by the TOC.
7. The Agency will work with the City, private property owners and others to incorporate the principals of the U.S. Green Building Council and Leadership in Energy and Environmental Design (LEED) in land planning, site development techniques, building construction and renovation.

## **Goal III**

Develop municipal zoning classifications in order to consolidate regulations into one consistent standard for development.

### **Objectives**

1. The Agency will work with the City to create an overlay or other zoning district(s) for the redevelopment area not covered by the TOC that will control objectionable land use and incorporate cross-access, parking, and setback requirements in support of recommendations contained in the CRA adopted State Road 7 Corridor Study.
2. The Agency will work with the City to develop one consistent set of criteria for facades, and standard design guidelines to be applied toward development within the Redevelopment Area and establish programs that provide incentives for voluntary compliance with new construction and retrofitting of existing structures.
3. The Agency staff will continue to advocate approval of development proposals that meet stated criteria and object to development proposals which do not. The Agency staff will also continue to actively participate in the permitting and site plan approval process to enable expedient service on the applicants' behalf.

## **Section 2 – Safeguards to Ensure Redevelopment Activities Follow the Plan**

### **Safeguards to Ensure Financial Accountability**

**The Agency shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency.**

The Agency shall adhere to its adopted by-laws to govern its activities and implement its administrative policies.

The Agency shall file an annual report with the State of Florida Special District Program and the Broward County Board of County Commissioners, and the Margate City Clerk's Office. This report shall contain a programmatic overview of the activities of the Agency as allowed by the Redevelopment Plan.

The Agency 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 and Chapter 163, Part III, and other governing statutes.

The Agency shall maintain adequate records to provide for an annual audit, which shall be conducted by an independent knowledgeable auditor selected by the CRA Board. The findings of the audit shall be presented at a public meeting of the Agency 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 shall run from October 1 through September 30.

Section 163.356(3) (c) The governing body of the county or municipality shall designate a chair and vice chair from among the commissioners. An agency may employ an executive director, technical experts, and such other agents and employees, permanent and temporary, as it requires, and determine their qualifications, duties, and compensation. For such legal service as it requires, an agency may employ or retain its own counsel and legal staff. An agency authorized to transact business and exercise powers under this part shall file with the governing body, on or before March 31 of each year, a report of its activities for the preceding fiscal year, which report shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. At the time of filing the report, the agency shall publish in a newspaper of general circulation in the community a notice to the effect that such report has been filed with the county or municipality and that the report is available for inspection during business hours in the office of the clerk of the city or county commission and in the office of the agency.

The annual Audit Report shall be accompanied by the Agency's Annual Report and shall be provided to the City 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. The Agency shall file all reports necessary to comply with the "Special Districts" requirements of the state of Florida.

All Agency tax increment financing funds shall be held in a Redevelopment Trust Fund accounted for separately from other funds as required by state law.

### **Safeguards to Ensure Proper Implementation and Project/Program Accountability**

1. Objectives for each Agency activity shall be established upon its administrative design and funding approval by the Board.
2. The Agency shall through its annual budget process:
  - a) Report to the CRA Board on the status and progress of programs and projects;Provide an opportunity for input from property owners, citizens and interested parties regarding redevelopment activities

### **Safeguards Through the Retention of Powers by the City and the County**

Powers retained by the City and County are provided in the Interlocal Agreements between the Agency, the City, and Broward County.

#### ***Powers Retained by the City:***

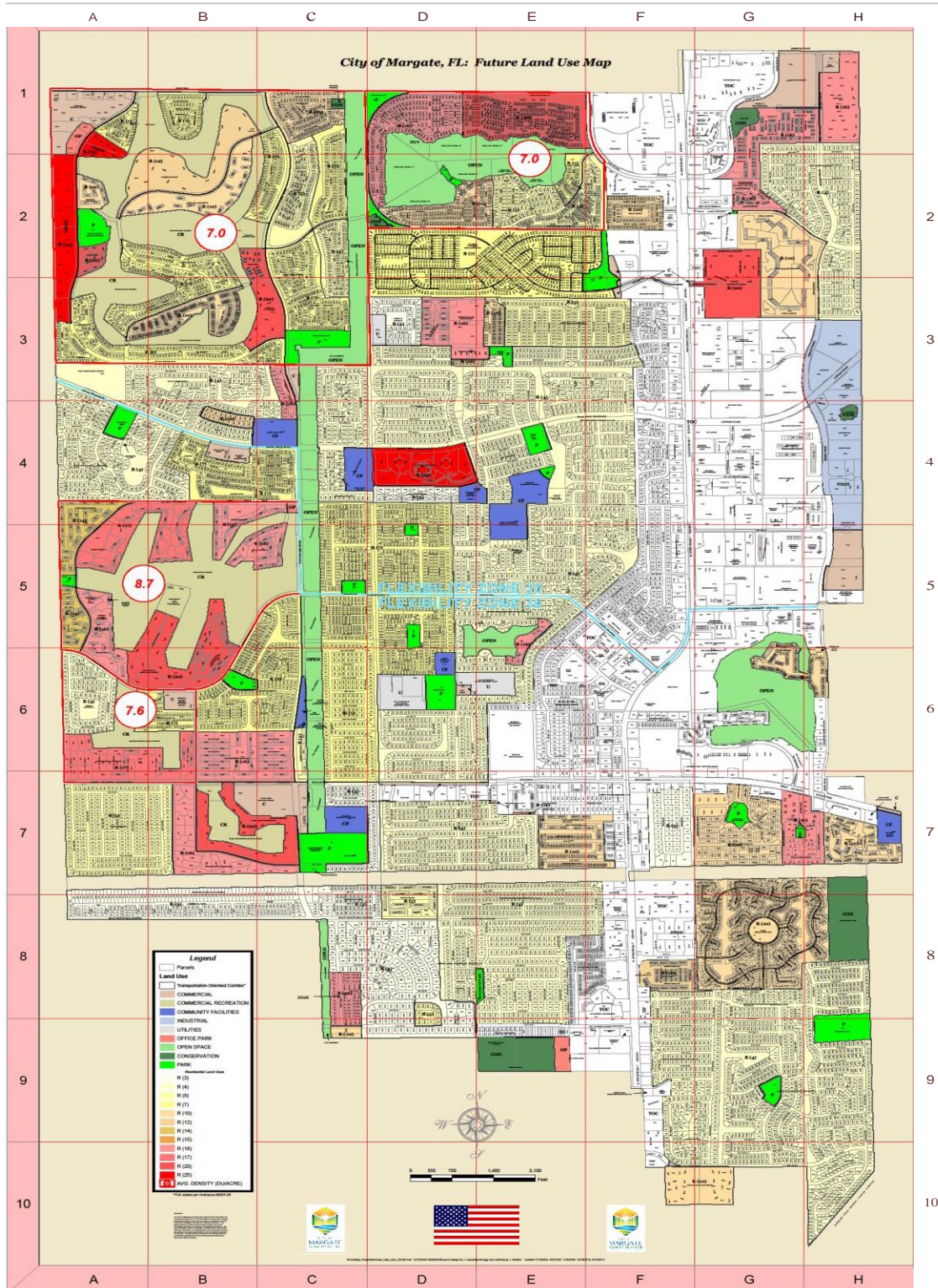
1. The power to determine an area to be appropriate for Community Redevelopment.
2. The power to grant final approval to the agency's Community Redevelopment Plan and amendments.
3. The power to authorize the issuance of revenue bonds.
4. The power to zone or rezone or make exceptions from building regulations or to enter into agreements with a housing authority.
5. The power to close, vacate, plan, or re-plan streets, roads, sidewalks, ways, or other places and to plan or re-plan any part of the City.

## **Section 3 - Neighborhood Impact of Programs**

### ***Land Use, Zoning and Development Approvals***

At the time of the adoption of the Community Redevelopment Plan, the Agency shall conform to all pertinent laws, land development regulations, the existing Comprehensive Plan, ordinances and resolutions of the City of Margate as they relate to the approval of required permits or development orders for Agency-initiated projects which require such approvals. The current Margate Future Land Use Map is provided below.





### ***Effect on Traffic***

It is the intent of the Agency to promote and improve safe, efficient and convenient traffic circulation throughout and within the Community Redevelopment Area. As the existing roadway network provides considerable connectivity with arterials and connectors, the Agency shall emphasize the need to improve those roadways within the Community Redevelopment Area. The Agency shall also serve as an advocate for aggressive grant and state and county funding for roadway and traffic circulation improvements. Would this be a place to mention advocacy of Complete Streets, or otherwise promotion of bicycle/pedestrian enhancements?

### ***Effect on Community Facilities***

Any existing community facilities within the boundary of the Community Redevelopment Area may benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities. The plan will also upgrade existing facilities and create new recreational facilities. Community services such as innovative community policing and code enforcement can be expanded based on the Goals and Objectives included in the Community Redevelopment Plan.

### ***Effect on Schools***

The CRA will have no physical impacts on any school property. The Plan does contemplate the development of additional housing units in the redevelopment area, including mixed use and multi-family projects. Most of this development will occur within the TOC district. As a result, there likely will be some increase in school population. At the time of the adoption of this plan, adequate capacity exists in the local schools to handle the projected population that will result from new residential development within the TOC district. Future impacts generated by redevelopment will be reviewed on a case-by-case basis as part of the project approval required by the Comprehensive Plan and related concurrency regulations.

All CRA initiatives are subordinate to the Comprehensive Plan, the Land Development Regulations or any County-wide concurrency guidelines.



## **PART IV - FINANCING AND IMPLEMENTATION PLAN**

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As required by the Redevelopment Act, this section provides a program budget. Since the actual Agency budget is set each year based on revenues projected by the Property Appraiser's preliminary tax rolls and expenditures set by the staff and Agency, this section is intended to provide guidance to the agency rather than an actual strict budget. Furthermore, since many of the expenditures noted below are for projects the scope of which has not been entirely determined, the estimates should be considered conceptual.

In addition, the budget provided herein is based on the current adopted budget for FY 2016-2017, projections of anticipated TIF over the next five years, current on-going projects, and the establishment of new initiatives all of which are subject to the annual review process.

### **REVENUE PROJECTIONS**

Between 2009 and 2013, annual Tax Increment (TIF) revenues dropped from \$6.43 million to \$3.60 million as the Great Recession negatively impacted property values. TIF revenues then grew steadily to \$4.18 million in 2015. Looking forward, TIF revenues are forecasted to recover and reach \$6.93 million by FY 2021 as shown below. Note that such revenues are estimates and not certain.

Additional revenues are projected from property sales and management, interest income, carryforward funds, and event fees. Further details of both revenue and expenditure estimates can be found in Appendix 8, include summary project descriptions.

### **EXPENDITURE PROJECTIONS**

Projected expenditures for CRA Operations, debt service payments, project investments, programs, and reserves are also shown below. While debt service will remain steady and minor increases in operational costs are anticipated, the major investments will support the City Center project and related infrastructure. Note that such estimates may change over time due to adjustments in market conditions, regulations, and strategic approach.



## Margate Community Redevelopment Agency Financing and Implementation Plan

### Summary Statement by Project <sup>(1),(2)</sup>

	Total	Proposed FY 2017	Forecasted FY 2018	Forecasted FY 2019	Forecasted FY 2020	Forecasted FY 2021
<b>Source (Revenue)</b>						
<b>Carryforward</b>						
Carryforward of FY 2016 Project Appropriations	\$ 14,673,422	\$ 14,673,422				
<b>Total Estimated Carryforward Balances</b>	<b>\$ 14,673,422</b>	<b>\$ 14,673,422</b>				
<b>Revenues</b>						
<b>Tax Increment Revenue (TIR) Allocation</b>						
City of Margate	\$ 14,091,575	\$ 2,428,069	\$ 2,557,360	\$ 2,690,531	\$ 3,132,594	\$ 3,283,021
Broward County	\$ 11,891,200	2,048,930	2,158,033	2,270,409	2,643,445	2,770,383
North Broward Hospital District	\$ 3,148,851	542,567	571,458	601,216	699,998	733,612
<b>Subtotal - Tax Increment</b>	<b>\$ 29,131,626</b>	<b>\$ 5,019,566</b>	<b>\$ 5,286,851</b>	<b>\$ 5,562,156</b>	<b>\$ 6,476,037</b>	<b>\$ 6,787,016</b>
<b>City Center Land Sales</b>	<b>\$ 7,385,200</b>	-	4,065,700	-	3,319,500	-
<b>Property Management</b>	<b>\$ 2,192,600</b>	695,500	709,400	723,500	31,800	32,400
<b>Miscellaneous</b>						
City Center Developer Agreement	\$ -	-	TBD	TBD	TBD	TBD
Interest Income	\$ 44,000	21,500	8,100	6,200	5,300	2,900
Event Fees	\$ 19,000	15,000	1,000	1,000	1,000	1,000
<b>Total Forecasted Revenues</b>	<b>\$ 38,772,426</b>	<b>\$ 5,751,566</b>	<b>\$ 10,071,051</b>	<b>\$ 6,292,856</b>	<b>\$ 9,833,637</b>	<b>\$ 6,823,316</b>
<b>Total Sources</b>	<b>\$ 53,445,848</b>	<b>\$ 20,424,988</b>	<b>\$ 10,071,051</b>	<b>\$ 6,292,856</b>	<b>\$ 9,833,637</b>	<b>\$ 6,823,316</b>
<b>Use (Expenditures)</b>						
<b>Expenditures</b>						
<b>Operations</b>						
City Administrative Cost Allocation	\$ 3,908,436	\$ 751,036	\$ 766,060	\$ 781,380	\$ 797,010	\$ 812,950
Management/Staffing Services	\$ 3,198,790	602,500	620,580	639,200	658,380	678,130
Miscellaneous Operating Expense	\$ 1,339,915	263,800	257,377	265,030	272,846	280,862
<b>Subtotal - Operations</b>	<b>\$ 8,447,141</b>	<b>\$ 1,617,336</b>	<b>\$ 1,644,017</b>	<b>\$ 1,685,610</b>	<b>\$ 1,728,236</b>	<b>\$ 1,771,942</b>
<b>Debt Service</b>						
Revenue Refunding Bonds, Series 2012 (tax-exempt)	\$ 2,086,920	\$ 417,384	\$ 417,384	\$ 417,384	\$ 417,384	\$ 417,384
Revenue Refunding Bonds, Series 2012 (taxable)	\$ 7,474,595	1,494,919	1,494,919	1,494,919	1,494,919	1,494,919
<b>Subtotal - Debt Service</b>	<b>\$ 9,561,515</b>	<b>\$ 1,912,303</b>	<b>\$ 1,912,303</b>	<b>\$ 1,912,303</b>	<b>\$ 1,912,303</b>	<b>\$ 1,912,303</b>
<b>Redevelopment Area Investment</b>						
Infrastructure and Streetscapes	\$ 3,874,000	\$ 3,414,000	\$ 135,000	\$ 275,000	\$ 25,000	\$ 25,000
City Center Development	\$ 16,975,550	9,754,051	4,571,499	640,000	1,510,000	500,000
Redevelopment Initiatives, Marketing, and Special Events	\$ 2,937,800	623,000	606,400	562,900	569,400	576,100
Property Acquisition and Management	\$ 4,931,890	1,628,130	1,053,800	1,075,000	581,660	593,300
Consultants and Professional/Design Services	\$ 625,000	125,000	125,000	125,000	125,000	125,000
<b>Subtotal - Redevelopment Area Investment</b>	<b>\$ 29,344,240</b>	<b>\$ 15,544,181</b>	<b>\$ 6,491,699</b>	<b>\$ 2,677,900</b>	<b>\$ 2,811,060</b>	<b>\$ 1,819,400</b>
<b>Total Forecasted Expenditures</b>	<b>\$ 47,352,896</b>	<b>\$ 19,073,820</b>	<b>\$ 10,048,019</b>	<b>\$ 6,275,813</b>	<b>\$ 6,451,599</b>	<b>\$ 5,503,645</b>
<b>Reserve <sup>(3)</sup></b>						
Reserve	\$ 127,097	\$ 127,097	-	-	-	-
Redevelopment Project Contingency (CIP)	\$ 5,003,855	262,071	23,032	17,043	3,382,038	1,319,671
Debt Service Escrow	\$ 962,000	962,000	-	-	-	-
<b>Total Forecasted Reserves</b>	<b>\$ 6,092,952</b>	<b>\$ 1,351,168</b>	<b>\$ 23,032</b>	<b>\$ 17,043</b>	<b>\$ 3,382,038</b>	<b>\$ 1,319,671</b>
<b>Total Uses</b>	<b>\$ 53,445,848</b>	<b>\$ 20,424,988</b>	<b>\$ 10,071,051</b>	<b>\$ 6,292,856</b>	<b>\$ 9,833,637</b>	<b>\$ 6,823,316</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Notes:**

(1) Readers should refer to the Supporting Schedules for detailed information involving: tax increment revenue forecasts; miscellaneous operating expenditure forecasts; and Source & Use Statements for each Redevelopment Area Investment type that specifies the individual projects and associated funding sources.

(2) Readers should refer to the accompanying Fiscal Notes as they are an integral part of the Financing and Implementation Plan.

(3) Reserves are included to cover deficiencies in revenue collection/forecasting as well as to provide funding flexibility for redevelopment projects.

## Appendix 1 – City of Margate History

“Margate started with built-in zoning and community facilities – its streets and neighborhoods were laid out, its canals and other waterways had been carved out of limestone, and a million-dollar water and sewer disposal plant, the most modern in the state, was soon put into operation. Margate’s early residents had many amenities uncommon to newly developed areas – excellent city water, underground storm drainage, curbs and sidewalks on their streets, sanitary sewers, an underground gas system, parks, their own shopping center and school, and various recreational facilities.” (*Broward Legacy, Volume 25 – Number 1, 2005-1006*)

Prior to being settled, indigenous people “gathered on this land during the rainy season in order to keep dry.” (*Broward Legacy, Volume 25 – Number 1, 2005-1006*). During the early part of the 1900’s Margate was prime agricultural land due to relatively high elevations, which was the same reason that indigenous people gathered in the area. Area pioneers include Hiram Hammon and Henry L. “Bud” Lyons, both of whom had significant impacts on the area.

The first purchase of agricultural land for housing development was in 1953 by Victor Semet who acquired 1,900 acres a portion of which came from both Hammon and Lyons farms. Semet began work on Hammon Heights subdivision located east of State Road 7 most of which he later sold to Marquese.

Subsequently, Marquese, who “is often regarded as the ‘founder of Margate’” began working with Winthrop Rockefeller (who had purchased a square mile north of Marquese property) and Jack Sullivan, civil engineer, to begin planning for the development of Margate. This initial development included construction of a water and sewer plant, roads, utilities, storm drainage, parks and other amenities. Marquese and Sullivan were also involved in constructing several commercial buildings including a small resort hotel, and the Margate Restaurant and Lounge.

On May 30, 1955 “only months after Marquese acquired the land, the state legislature created the Town of Margate, which had a population of 200 residents at the time.” A municipal charter was passed by the state legislature on May 31, 1961 and Margate “officially became a city”. Over the years the City of Margate population grew as did the City Staff. The city also weathered various scandals and controversies including holding meetings in the back room of the Margate Restaurant and Lounge.

## Appendix 2 – Margate CRA Finding of Necessity

Below is a summary of the Findings of Necessity for the Margate CRA. They are discussed here because they are the reason for establishment of any CRA program, as mandated by the Florida Statutes Chapter 163 Part III, the Redevelopment Act (Act). As described in Part I, the Act requires a local governing body to make a finding that conditions of either slum or blight exist on which the CRA Plan is then based.

Adopted in 1996, the Margate Finding of Necessity is the mandatory precursor to preparation and adoption of a redevelopment plan as required by the Act. The Act requires that redevelopment plans include projects and programs aimed at correcting conditions identified in the findings. Furthermore, the Act requires that tax increment funds be spent only on projects and programs in the redevelopment plan thereby ensuring that the conditions identified in the Findings are addressed.

Key points of the *Findings* include the following:

- The street layout contributes to inefficient and unsafe traffic circulation;
- Lots in some residential areas are smaller than the minimum required by Code, and some commercial lots are too small to be redeveloped using current land development regulations;
- There is excessive traffic on Atlantic Boulevard and SR 7;
- There is unsafe uncontrolled access to and from properties along Atlantic Boulevard and SR 7;
- Open storm drainage canals have steep slopes and poor water quality creating unsafe conditions;
- Many older buildings do not meet current Building Code requirements;
- There is a general deterioration of housing stock and more than 50% of commercial buildings exhibit deterioration of site or building conditions;
- Diversity of land ownership makes redevelopment difficult;
- There are land use conflicts between commercial and residential with minimal buffers;
- There is no town center or civic space that is the heart of the community;
- Due to trends in the growth of the ad valorem tax base, the City will have difficulty meeting expenditure commitments;
- There is a lack of pedestrian and vehicular connectivity in parts of the community;
- Some roadways are below the adopted level of service standard; and there are a high number of automobile accidents on some streets.

Conditions such as unsafe traffic circulation, excessive traffic and unacceptable traffic levels of service have been and are being addressed through the installation of medians which better control traffic turning movements. Further, the City Commission adopted a Future Land Use Plan Amendment, creating the Transit Oriented Corridor Land Use and followed up with the adoption of the Transit Oriented Corridor zoning regulations. Also the acquisition and assemblage of land in the City Center area are significant steps toward addressing issues of small lots limiting redevelopment opportunities as well as the lack of a town center/civic space at the heart of the community.

All projects and programs in the redevelopment plan must be oriented toward correction of the identified conditions, and as such the amended plan will include such projects and programs. It is noted that with the CRA's remaining 10-year time frame it will not be possible to correct all of these conditions, however the agency will make as much progress as possible. Following is a brief overview of each condition relative to this plan:

1. The street layout contributes to inefficient and unsafe traffic circulation – for this condition, the CRA Plan should have projects and programs that enable the Agency to work with property owners, businesses, residents and other governmental agencies to improve the street layout and enhance the traffic circulation. The Charrette plan identified several possible street connections which might assist with this effort.
2. Lots in some residential areas are smaller than the minimum required by Code, and some commercial lots are too small to be redeveloped using current land development regulations – for this condition the CRA Plan should include projects and programs which enable the CRA to assist the property owners to comply with the land development regulations and/or purchase properties to consolidate land enabling lots to be larger thereby complying, etc.
3. There is excessive traffic on Atlantic Boulevard and SR 7 – for this condition the CRA Plan should include projects and programs designed to encourage internal capture of trips, link uses, encourage local transit, etc.
4. There is unsafe uncontrolled access to and from properties along Atlantic Boulevard and SR 7 – for this condition the CRA plan should include projects and programs to work with property owners on the physical conditions that cause this situation on private property, and to work with the City, County and DOT to address the condition within the public right-of-way.
5. Open storm drainage canals have steep slopes and poor water quality creating unsafe conditions – for this condition, the CRA plan should include projects and programs to work with adjoining property owners, the City, the County, the drainage district and/or water management district to improve these areas and make them the amenity described in the Charrette plan.
6. Many older buildings do not meet current Building Code requirements – for this condition the CRA plan should include projects and programs that enable the Agency to work with the City on the code-side and with property owners on the building-side to ensure that there are no life-safety related issues that need to be addressed, and to acquire property where necessary and pursuant to applicable law.
7. There is a general deterioration of housing stock and more than 50% of commercial buildings exhibit deterioration of site or building conditions – for this condition the CRA plan should include projects and programs that enable the Agency to work with private property owners to improve their buildings, and to acquire the property when appropriate and pursuant to applicable law.
8. Diversity of land ownership makes redevelopment difficult – for this condition, the CRA plan should include projects and programs that allow the CRA to encourage the assembly of land where the CRA determines it is necessary and appropriate to facilitate redevelopment.
9. There are land use conflicts between commercial and residential with minimal buffers – for this condition the CRA plan should include programs and projects that enable the installation of appropriate buffers between uses.
10. There is no town center or civic space that is the heart of the community – for this condition the CRA plan should include projects and programs that enable the CRA to acquire land, install infrastructure, solicit developer interest, enter into development agreements, dispose of real property, as well as to construct improvements on their own subject to market and other influences as needed to implement construction of a City Center.
11. Due to trends in the growth of the ad valorem tax base, the City will have difficulty meeting expenditure commitments – for this condition the CRA plan should coordinate capital improvements and programs that enhance the ability for the City to provide service to the extent required by the CRA plan and allowable by the Act;
12. There is a lack of pedestrian and vehicular connectivity in parts of the community – for this condition the CRA Plan should include projects, programs and capital improvements that facilitate the construction of appropriate vehicular and pedestrian connections in the community.



13. Some roadways are below the adopted level of service standard; and there are a high number of automobile accidents on some streets – for this condition the CRA Plan should include project, programs and capital improvements that coordinate with the City, County and DOT as well as private property owners to enhance the function of the roadway network and enhance safety.

The original 1997 Redevelopment Plan and the amended Plans from 2001 and 2009 were intended to at least in part address and correct the conditions noted above. This 2016 Redevelopment Plan is also intended to address and correct the conditions of blight.

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### Appendix 3 – CRA and Plan Basics

Community Redevelopment Agency - A Community Redevelopment Agency (Agency) is the public body designated pursuant to Florida Statutes and formed to undertake redevelopment activities within a specified geographic area in accordance with the provisions of Chapter 163 Part III, the Redevelopment Act (Act). In accordance with the Act, the local governing body (city or county) can form an Agency and identify an area for redevelopment to address and correct conditions of slum and blight. Section 163.355 of the Act provides that a County or municipality can only “exercise the community redevelopment authority” under the Act “after the governing body has adopted a resolution” making a finding of slum or blighted conditions.

Section 163.340 of the Act defines a slum area as “having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of building or improvements ... which are impaired”. The Act defines a blighted area as “an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions ... are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:”

- Defective street layout, parking, roadways, bridges, or public transportation;
- Assessed values which have not appreciated over a 5 year period prior to the findings;
- Faulty lot layout;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements;
- Inadequate and outdated building density patterns;
- Falling commercial lease rates;
- Tax delinquencies exceeding fair value of land;
- High vacancy rates;
- High crime rates;
- High rates of fire and emergency service calls;
- High rates of building code violations;
- Diversity of ownership or defective title which prevents the free alienability of land.

Section 163.360 states that community redevelopment “shall not be planned or initiated” unless and until the governing body had established the finding of slum, blight or shortage of affordable housing. The finding for the Margate Community Redevelopment area was based on the conditions of blight and are described in Part II of this plan.

Section 163.340 defines “community redevelopment” as projects, activities, undertakings, etc., “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 ... and may include slum clearance and redevelopment in a community redevelopment area ... in accordance with a community redevelopment plan...”. Section 163.370 grants a variety of powers to counties, municipalities and community redevelopment agencies to carry out redevelopment activities upon establishment of the finding and adoption of the plan. In Section 163.358, the Act specifically reserves several powers to the governing body including:

- The power to determine an area to be slum and blighted
- The power to grant final approval to the redevelopment plan and modifications thereto
- The power to authorize issuance of revenue bonds

- The power to approve acquisition, demolition, removal or disposal of property prior to adoption or modification of a community redevelopment plan
- The power to approve community policing innovations
- The power of eminent domain

Simply stated, the Act requires that a governing body make a finding of necessity identifying conditions of slum and/or blight to create the Agency, the district and the plan; the redevelopment plan must be written to include projects and programs designed to cure those conditions of slum and/or blight; and the Agency can only spend tax increment revenues on projects and programs identified in the plan and within the district.

The overall general objective of the CRA should be to be to put itself out of business by curing the conditions that were the basis for it being established. The CRA can do this by being strategic and focused in its activities, and continually recognizing that its purpose is to cure the conditions of blight. In this regard as noted above, the redevelopment plan must be able to adjust to economic and market conditions (while focusing on the elimination of slum and blighting influences), and provide the CRA Board and Staff with clear direction.

Suffice it to say that a CRA has specific powers that it can exercise provided they are outlined in the redevelopment plan, and a CRA is limited from utilizing certain powers without the consent of the local governing body and/or the taxing districts from which it collects revenues. For instance, a few CRA's "cans and cannots" include:

- CRA's can build infrastructure to support redevelopment
- CRA's cannot build infrastructure if it is budgeted in the 5-year CIP of a local government or agency in which the CRA operates
- CRA's can fund community policing innovations expressly within the CRA district
- CRA's cannot fund community policing without the consent of the local governing body
- CRA's can build park improvements
- CRA's cannot build park improvements if it is budgeted in the 5-year CIP of a local government or agency in which the CRA operates
- CRA's can provide incentives to private development when a public purpose exists
- CRA's cannot pay to improve private property without a public purpose

It is the CRA powers and purpose described above that make them a unique and effective redevelopment tool for local governments. In addition, CRA's have a dedicated source of funding for projects and programs in tax increment funds (TIF). This funding is calculated based on the difference between the ad valorem tax value of the district when it is first established (the base year) relative to increases in the value over time. The millage rates for the city, county and others paying into the trust fund are applied to that increase in value and 95% of that amount is then paid to the CRA on or before January 1 of each calendar year.

For the Margate CRA, the City, County and North Broward Hospital District all pay into the CRA trust fund. For the 2017 fiscal year, millage rates are 6.4554 (City), 5.4474 (County) and 1.4425 (Hospital District) respectively, for a total of 13.35 mills. Therefore of the total annual increment budget of the Margate CRA, approximately 48% comes from the City of Margate, 41% from Broward County, and 11% from the Hospital district. It is important to point out that the revenues from the County and Hospital district would never be available to the

City but due to the creation of a CRA they are available to use for redevelopment purposes within the CRA district.

Special Districts – All CRA's are special districts meaning that they are units of special-purpose government as opposed to units of general-purpose government. Florida's laws generally treat them alike. A special district is a unit of local special-purpose government (board has policy-making powers) and operates within limited boundaries. Also special districts are created by general law, special act, local ordinance, or by rule of the Governor and Cabinet.

For financial reporting and other purposes, special districts are categorized as either “dependent” or “independent”. All special districts serve public purposes and must be held accountable to the public; they must comply with financial reporting requirements, and must cooperate and coordinate activities with general purpose governments and state agencies.

CRA's are “dependent” special districts which mean that the governing body members are identical to the governing body members of a single county or a single municipality; or the governing body members are appointed by the governing body of a single county or a single municipality; during unexpired terms, its governing body members are subject to removal at will by the governing body of a single county or a single municipality; the budget requires approval through an affirmative vote by the governing body of a single county or a single municipality; the budget can be vetoed by the governing body of a single county or a single municipality.

As a special district, CRA's also have specific reporting requirements including reporting on the creation of plan document and map; registered agent; regular public meetings; retirement system; financial audit; and bonding. Failure to comply with the reporting requirements could result in a Joint Legislative Auditing Committee initiating legal proceedings through Circuit Court in order to mandate compliance.

## Appendix 4 – Sample Revitalization and Redevelopment Tools

The CRA is itself one of the redevelopment tools in the local government revitalization tool box. The establishment of the CRA permits the use of **Tax Increment Financing (TIF)**, a system that reinvests any new tax property tax revenues back into a particular geography. The CRA must operate within its geographic boundaries only, and only spend tax increment funds (TIF) on projects and programs identified in the Community Redevelopment Plan. This permits the CRA to capture and strategically invest the “new or incremental” property taxes from Broward County, the City of Margate, and the North Broward Hospital District to address the “slum and blight” identified by the original Finding of Necessity.

Additionally, in order to be effective, the CRA must coordinate with the City and other community stakeholders, and they must employ (as needed and appropriate) other tools.

This Appendix provides detailed descriptions of several revitalization tools commonly used by CRA's that *may* also be appropriate to circumstances in Margate.

The **Main Street** program is a revitalization tool which originated in the National Trust for Historic Preservation and has been successfully used throughout the Country in conjunction with and independent of CRA's. The State of Florida has a Main Street program that is administered by the Department of State Division of Historical Resources. As stated on the Department's website:

**The Main Street Approach** is most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference. This approach works where existing assets—such as older and historic buildings and local independent businesses—can be leveraged. It encourages communities to take steps to enact long term change, while also implementing short term, inexpensive and place-based activities that attract people to the commercial core and create a sense of enthusiasm and momentum about their community. Both small-city downtowns and urban neighborhoods throughout the nation are renewing their community centers with Main Street methodology.

The program uses a “Four Point Approach” addressing Organization, Promotion, Design, and Economic Vitality, and dozens of communities across Florida have active Main Street organizations and programs.

The goals of a Main Street program can be accomplished through formal application to the State Department of State, Division of Historical Resources, or by implementing the approach or elements of the approach. It is a grass-roots, bottom-up approach that encourages public involvement that can be an excellent partner to a CRA and can address (in fact can operate) things like public markets, public relations/events and other similar activities, which are also an important part of a revitalization program.

**Farmers' Markets** – *The New Farmers' Market* describes benefits of farmers' markets for farmers, consumers and communities. Benefits to farmers include having the potential for direct marketing to the consumer and cutting out the middleman. Benefits to the consumer include higher quality in terms of freshness and taste, the ability to sample new products not usually available in supermarkets, and lower priced products due to the direct sales. Benefits to the community include an improved social and urban/rural connection, an area economic boost, and creating a social gathering place.



**Business Incubator** – Incubators and Accelerators can also be very effective revitalization tools. Both the Charrette plan and the Town Center Master Plan suggest the creation of an incubator, and the master plan identifies a location and development strategy for one. Following is a description of business incubators from Wikipedia:

“**Business incubators** are programs designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts. Incubators vary in the way they deliver their services, in their organizational structure, and in the types of clients they serve. Successful completion of a business incubation program increases the likelihood that a start-up company will stay in business for the long term: Historically, 87% of incubator graduates stay in business.

The following descriptions were provided by [www.community-wealth.org](http://www.community-wealth.org).

**Community development corporations** (CDC's) are non-profit, community-based organizations that anchor capital locally through the development of both residential and commercial property, ranging from affordable housing to developing shopping centers and even owning businesses. First formed in the 1960s, they have expanded rapidly in size and numbers since. An industry survey published in 2006 found that 4,600 CDCs promote community economic stability by developing over 86,000 units of affordable housing and 8.75 million square feet of commercial and industrial space a year.

Many CDCs perform a wide variety of roles, including housing, commercial, and retail development, as well as leading community planning, assisting with community improvement programs (improved lighting, streetscapes, and the like) and providing social services. In some cases, CDCs extend far beyond the bounds of a single community to cover an entire city, county, multi-county region, or even an entire state.

**Community development financial institutions** (CDFIs) include a variety of financial institutions with a community development mission, all of which provide credit, technical assistance, and other financing services that help low-income individuals, community development corporations, and other community-based entities pursue and implement effective community wealth-building strategies. There are five key types of CDFIs:

1. Community development banks
2. Community development credit unions
3. Community development loan funds
4. Community development venture capital funds
5. Microenterprise loan funds

The effect of CDFI financing on job creation and affordable housing production has been significant. A CDFI survey covering only slightly more than a quarter of the industry conducted in 2000 found that the survey participants alone had provided \$2.9 billion in financing, which was used to create or retain 137,000 jobs and 121,000 affordable housing units. And all of this has been achieved while maintaining loan loss rates on a par with those of commercial banks.

**Community Development Financial Institutions Fund** (CDFI Fund) is administered by the US Department of Treasury and was created to promote economic revitalization and community redevelopment through investment in and assistance to CDFI's. The CDFI Fund administers the New Market Tax Credit (NMTC)

program by providing allocations of tax credits to community development entities enabling them to attract private-sector investment and reinvestment in low income communities. The NMTC Program permits taxpayers to claim a credit against Federal income taxes for Qualified Equity Investments (QEIs) made to acquire stock or a capital interest in designated Community Development Entities (CDEs). These designated CDEs must use substantially all (defined as 85 percent) of these proceeds to make Qualified Low-Income Community Investments (QLICIs).

**Community land trusts** are community-based, non-profit organizations that buy land on behalf of the community and holds it in trust. By taking the land out of the market and capturing the equity gain for the community, the land trust builds community wealth. Most community land trusts lease homes out to residents using a model that enables residents to gain a minority share of the equity gain, but keeping most of the gain in the trust, thereby ensuring affordability for the future members. Land trusts also serve to shield the community from both land speculators and the dislocating effects of gentrification.

With a community land trust, the buyer receives a 99-year lease with a restricted deed, which requires that the buyer give the trust the option to buy the house back at a price set by a predetermined formula. The formula varies, but typically the seller gets the value of the principal payments and down payment plus 25% of the accumulated equity, while the trust retains the other 75% of the accumulated equity. As a result, the land trust can re-sell the property at a below-market price, keeping the housing affordable and stretching affordable housing dollars farther. For the same reason, a community land trust serves both as an effective barrier to gentrification and as an important mechanism to build wealth in low-income communities.

**Brownfield Districts** were born out of the federal government after the realization that the National Environmental Policy Act (NEPA) and resulting legislation and property owner liability left many potentially contaminated properties abandoned and vacant. Although NEPA also created the “superfund” for clean-up of environmentally contaminated sites, it was focused on severe contamination of sites that were often very large and not able to be addressed by local efforts. Consequently, the brownfield program was formed enabling a more risk-based assessment and remediation of contaminated sites focusing on smaller sites and those not as severely contaminated.

The federal program was mimicked by the State of Florida and the Florida Department of Environmental Protection (DEP), and the ability to create a brownfield district by local government (and CRA’s) was approved in Florida. Regulations in Florida enable a municipality to enact a brownfield district for an entire CRA area and enable properties to take advantage of revitalization incentives. These incentives include grants to local government for assessing and remediating actual contaminated sites as well as corporate tax incentives to property owners for mixed use and other types of development within the district.

## Appendix 5 – CRA activities between 2001 and 2008

This section describes the most significant accomplishments of the Margate CRA between adoption of the 2001 Amended Plan and the 2009 Plan Update. These accomplishments assisted in correcting conditions of blight, implemented projects and programs of the 2001 Plan, and set the stage for future activities of the CRA. These accomplishments are described below and include:

- Margate/SR 7 Charrette, a Citizen's Master Plan
- City of Margate Transit Oriented Corridor Land Use Plan Amendment
- City of Margate Transit Oriented Corridor zoning
- City of Margate Town Center Master Plan
- City Center Acquisition/Implementation
- Property Improvement Matching Grant Program

The Master Planning efforts formulated a vision for overall development and redevelopment in the City in general as well as for the City Center area specifically; the Transit Oriented Corridor land use and zoning regulations established the regulatory framework needed for redevelopment to occur within the context of the established vision; the façade grant program leveraged public funds with private investment to renovate commercial buildings as described by the vision; and acquisition of land and construction of streetscape improvements provided the CRA with site control over the land for development of the City Center and creates the attractive and functional street frontage to encourage private development. Following is a more detailed description of these items, which along with elements of the 2001 plan and Findings of Necessity provided the basis for the 2009 Plan amendment.

In addition, it is important to point out that after adoption of the 2001 Plan, the CRA reorganized, with the City Commission serving as the Board of Directors and the City Manager as the Executive Director. There were also two full-time staff members devoted entirely to the CRA program, the Assistant Executive Director and CRA Coordinator positions.

Section 1 - Margate / S.R. 7 Charrette, a Citizen's Master Plan. The Citizen's Master Plan (Master Plan) was the result of a seven-day public charrette conducted from October 4<sup>th</sup> through 10<sup>th</sup> 2003 and provided the vision for development and redevelopment in the City of Margate overall and within the CRA district. The Charrette Master Plan graphic is shown in Figure 1 below. The charrette was held at the Margate Northwest Focal Point Senior Center, input was obtained from the attendees and recommendations formulated for physical improvements throughout the City.

"Citizens' Requests" identified in the report include:

- A well-defined center and edge
- A hierarchy of interconnected streets
- Beautiful streets designed for both cars and pedestrians
- A diversity of housing types and affordability
- Places for work and shopping in proximity to housing
- Appropriately located sites for civic buildings
- Provision of a variety of parks and open spaces

The Master Plan also included an evaluation of existing conditions such as a lack of community identity. It stated that during the charrette the residents identified two major issues: the aesthetics and function of SR 7, and the

lack of a sense of place within Margate. It also stated that in order to address these issues the citizens called for “general improvements to the design of SR 7, and the creation of three important centers that would help to delimit Margate and define its character as a place.” The three centers are “Uptown”, the “Town Center” and “Southgate”. While they each have their own distinct character, according to the Master Plan the roadway simply acts as a “highway” and not as the “front door” of Margate or the other communities that it bisects. The Master Plan stated that “SR 7 should be designed to be functional, but the design should also recognize that SR 7 represents the front door of Margate, and the first impression that one has of the community. SR 7 should be viewed as an important public space designed for both cars and people.”

The Master Plan stated that “where physical separation of communities is impossible, a strong edge can be provided that signals arrival at a unique place. Entrance features and gates can be used to signal arrival, but these alone will not have a significant impact unless the edge is reinforced by dramatic and noticeable shifts in design that set the community apart, from beginning to end.”

The importance of design for both public and private improvements was also addressed. It stated that the reason “communities do not get beautiful buildings and public works projects is that they focus almost entirely on the functional aspects of the project and space requirements, and often fail to even consider the impact poor design will have on the civic realm and public spaces of the city.”

Connectivity was also discussed. The Master Plan stated that “due to the lack of an interconnected local transportation network, SR 7 also must function as the carrier for even extremely localized trips occurring within the corridor.” In addition, it noted that “portions of the City are completely separated from everyday services such as grocery stores. Few residents live within walking distance of necessary services, and even where the distances are not too great, sidewalks and proper pedestrian access is often missing.” To address these situations, the Master Plan identified the following strategies:

- Do not allow the cross-section of SR 7 to expand beyond its current six-lane configuration, except in those areas where frontage roads can be provided that allow for store-front on-street parking.
- South of the C-14 Canal, within “Southgate”, and at the north end of the city within the “Uptown” area, it is recommended that frontage roads be provided.
- Improve the connectivity of streets and sidewalks within the city, with particular attention to improving the connections between neighborhoods and places of work, shopping, and recreation.
- Change the Zoning Code to require buildings to pull up to the street along SR 7, West Atlantic Boulevard and Royal Palm Boulevard, with parking provided at the rear.
- Control access along SR 7 and identify opportunities to enhance the character of the roadway through plantings of street trees.

“Civilizing the streets” was also discussed from the perspective of both public infrastructure improvements and private development. The Master Plan argued that public improvements can be constructed as funds are available and implies that private improvements can be provided over time in response to market influences and the needs, desires and capital investment appetite of the property owners/investors. It also evaluated several “model blocks” in different sections of SR 7 complete with illustrations of existing conditions, interim solutions and build-out solutions.

The existing conditions illustrated properties that have developed over time with little or no relationship to each other. The interim solution showed what could be done with minimal effort and expense to tie the properties together with driveways and by removing walls, hedges, and other impediments. In these scenarios the

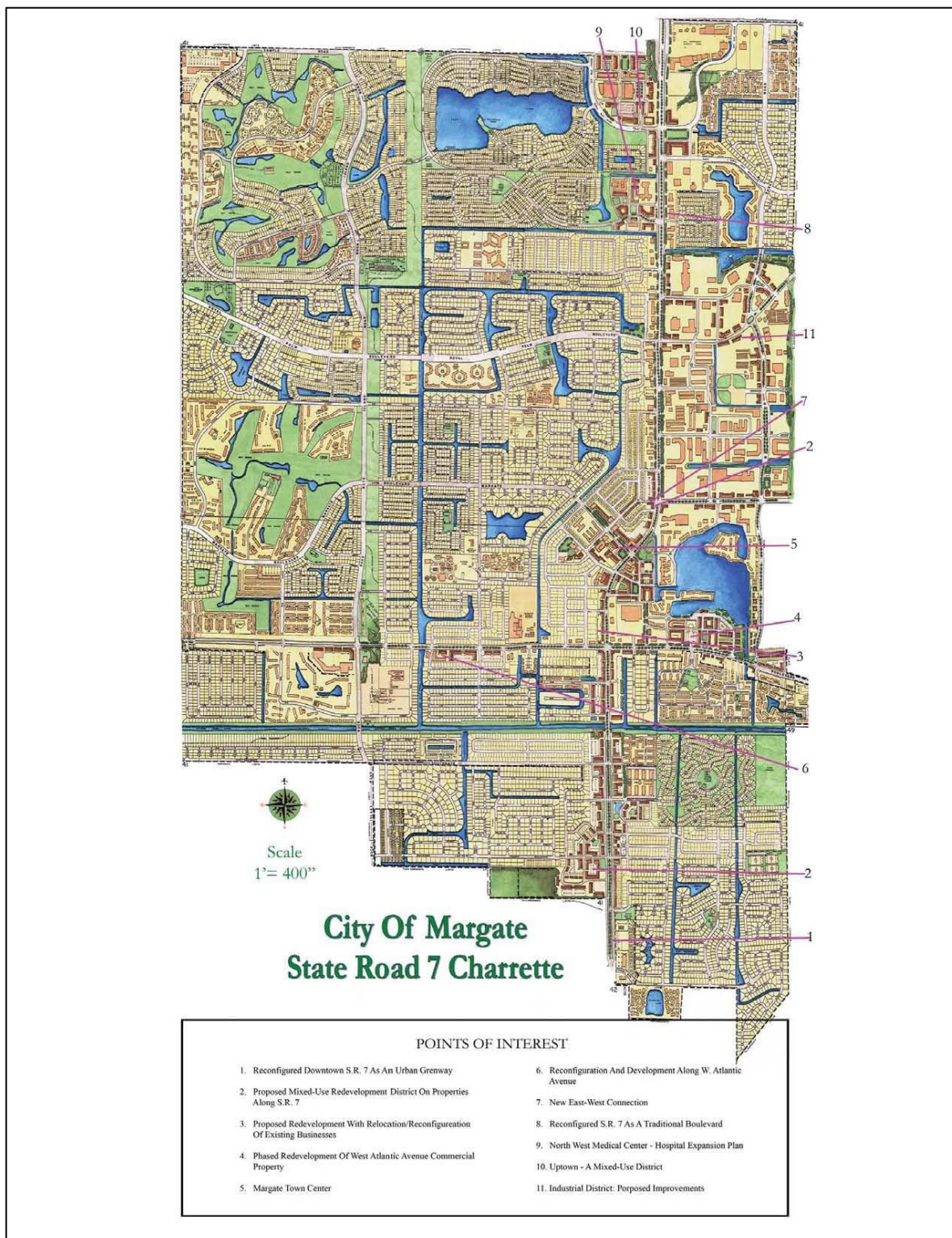
buildings and most of the site improvements remain in place but the properties are interconnected. The build-out scenario illustrated reconstruction of virtually all site and building improvements and their replacement with a series of interconnected properties with shared access, parking and other improvements.

The Master Plan divides the Town Center in three distinct areas described as the Civic District, the Park District and the Shopping and Entertainment District. The overall objective was “to revitalize the city so that it is a pleasant and beautiful place to live, work, and raise a family. A place where children and elderly, not just people that can own and operate an automobile, have a high quality of life. A place where you can walk to the store, or to a movie. A place where hours are not spent in traffic.”

It was recommended that the existing Civic District be reorganized. The new Civic District should include relocation or renovation of City Hall, construction of a separate Town Meeting Hall, improvements to the library and community center, and encouragement of private property redevelopment surrounding the park.

For the Park District, recommended developments included “the weekend green market and other events in an improved format; a mixed use residential neighborhood with ground floor retail facing the proposed park and SR7; a parking garage; and a significant and beautiful monument at the north end of the park, identifying the park and Margate as a prominent destination.” The Citizen’s Master Plan also recommended that, while the ACLF stays in place, the open space on the east side of the Park District could be converted into a waterfront park that would be accessible from the Town Center by two bridges.





Source: Margate/SR 7 Charrette A Citizen's Master Plan

Figure 5.1 – Charrette Master Plan

For the Shopping and Entertainment District, recommendations included creating a strong relationship to the waterfront (where the existing development currently turns its back on the water); incorporating parking into garages; and including a mix of retail, office, residential and other uses such as a movie theater.

The Uptown area was comprised of commercial/office areas just south of Sample Road and the hospital district. The Master Plan recommended a mixed use commercial district for the northern portion that would “focus on home furnishings, decorator products, and related services.” In the hospital portion “the existing hospital property would be infilled to reconfigure the existing facility into a beautiful and largely self-contained pedestrian hospital campus, including housing for nurses and interns, medical office space, and supporting services such as coffee shops, restaurants, gift and sundry stores.”

The Southgate area was described as the “Living Room of the Surrounding Neighborhoods”. In this area the Master Plan “calls for redevelopment of the entire Southgate corridor, transforming SR 7 from a highway that divides the city into a public gathering space that residents from the surrounding neighborhoods can congregate within. This was accomplished by configuring SR 7 with frontage roads south of the C-14 Canal, and pulling buildings of 4 to 5 stories up to the wide sidewalks and greens that are proposed to line the redesigned corridor, thereby enclosing the space it occupies, making it feel like an outdoor room.”

Finally, it recommended that the Southgate bridge over the C-14 Canal be reconstructed so that it is a “beautiful bridge that adds to the beauty of the city. The bridge could also double as an access point to a linear park system that runs along the C-14 Canal through the City, interconnecting a series of neighborhood access points including the existing small park at Rock Island Road.”

The Master Plan also identified items requiring Immediate Attention, High Priority Items, Moderate Priority Items, and Long Term Priorities. Many of these items have been accomplished and some have yet to be accomplished. Some of these items are included in the 2009 Community Redevelopment Plan, and others are outside of the redevelopment district or not related to conditions of blight and as such are not included.

Overall the Master Plan recommended a wide range of physical improvements as well as suggesting that the City and CRA work with property owners and other agencies to facilitate improvements consistent with the Master Plan. Some of this work is underway as reflected by other accomplishments described below, and other work still needs to be done.

A summary of infrastructure improvement recommended by the master plan includes enhancements to SR 7 so that it represents the “front door” of this community; entry features; vehicular and pedestrian connections to reduce trips on SR 7 and Atlantic Boulevard; streetscape improvements to “civilize the streets”; “reorganizing” the Civic district within the Town Center area; and improvements to the bridge over the C-14 canal. The master plan also identifies sub-areas of the SR 7 corridor including the Uptown area, Town Center area and Southgate area all of which have a distinct character of their own. It also describes several sub-areas within the Town Center area which have different characteristics. The Master Plan recommends different uses and different urban forms for each of the sub-districts, and suggests that the City and CRA work with property owners to facilitate redevelopment and with the water management district and DOT on improvements to the C-14 canal and SR 7.

Many of these suggested improvements are specifically related to the findings of blight for the CRA district and can be addressed by the Plan and some are not. Consequently, coordination between the City and CRA as well

as property owners and other governmental and non-governmental agencies was necessary to implement the 2009 Plan. In addition, many of the conditions described in this Master Plan document have changed.

Section 2 - Transit Oriented Corridor Land Use Plan Amendment. To implement elements of the Citizen's Master Plan above, the City formulated and adopted an amendment to the Future Land Use Plan. On October 17, 2007 the Transit Oriented Corridor Future Land Use designation was passed on second reading. It includes objectives and policies for development along with prescribing future land use densities and intensities.

Language in the Transit Oriented Corridor (TOC) ordinance stated that "existing and proposed residential development shall be designed to be integrated into the existing neighborhoods created through the implementation of the TOC. Compatibility and appropriate transitional design elements will be reviewed at time of site plan review, consistent with the land development regulations adopted to implement the TOC land use category." The TOC also required that "Redevelopment and development of this area shall be guided with the approved City of Margate State Road 7/441 Corridor Master Plan", and that the TOC will facilitate mixed use development with access to transit stations or stops along existing and planned high performance transit service corridors".

Policy 13.2 stated that "within the TOC land use category, the following mix of uses shall be included within the designated land. Office, Industrial and Residential uses shall be the principal uses. In addition, the maximum intensity allowed within the TOC was as indicated below:

Land Use	Existing Built	TOC Need	TOC Max Intensity
Commercial	4,104,894 sf	350,000 sf	4,448,273 sf
Office	521,159 sf	850,000 sf	1,384,332 sf
Industrial	1,330,884 sf	500,000 sf	1,830,883 sf
Residential	1,716 du	3,000 du	4,716 du
Hotel	55 rooms	500 rooms	555 rooms"

In addition, "residential use was required as a principal component within a Transit Oriented Corridor." The TOC restricted new residential units to "no more than 1849 additional residential dwelling units shall be permitted within the SR7/441 TOC during the planning horizon of 2015. However, in the event that additional residential dwelling units were requested before the 2015 planning horizon, the City Commission would hear such request and determine if additional units are necessary to further the SR7/441 Corridor Master Plan. In no case shall development proceed before the necessary concurrency requirements have been addressed." It also requires that 15% of the residential units must be provided as affordable housing.

Other policies included discouraging additional and/or stand-alone automotive uses, and big-box uses; encouraging sidewalk connections between uses; provision of the "inner-city" bus; encouraging public plazas and other open spaces; encouraging design features such as bus shelters, bike paths, buildings with zero or minimal street setback, and strategies that support transit; coordination with redevelopment plans of the CRA; and working with the CRA to "encourage the use of safe and convenient access to public transit terminals, sidewalks, and public parking areas."

In a related action, the City of Margate and the Margate CRA applied for and received a reduction in the amount of right-of-way which must be reserved pursuant to the Broward County Trafficways Plan Map. The previous Broward County Trafficways Map required a 200-foot wide right-of-way reservation for all properties fronting on SR 7. This was amended and reduced to 150 feet of width for most of the roadway, and 175 feet of width at the



intersection of SR 7 and Atlantic Boulevard. This adds, on average, 25 feet of developable front lot depth for properties fronting on SR 7 except where right-of-way had been previously acquired.

Section 3 - Transit Oriented Corridor Zoning. The next logical step after adopting the Transit Oriented Corridor Land Use Amendment was to enact zoning and land development regulations to implement the land use change. Section 6.2 of the Margate Zoning Code states that the resulting districts are created “specifically to implement and encourage the redevelopment of lands designated as Transit Oriented Corridor”.

The regulations described “expansion of uses” beyond the predominant commercial that existed; relief from the “Trafficways” map from the 200 feet of right-of-way to 150’ and 175’ in different locations along the corridor; reduction in front building setbacks; reduction in on-site parking requirements; increased opportunity for building height and volume; the SR7/441 Master Plan; and the conceptual plan for the City Center. The intent and purpose of the districts were as follows:

- Promote the community vision
- Reduce impacts on adjacent neighborhoods
- Encourage infill and redevelopment with “emphasis on pedestrian orientation, increased mobility and integration of transit”
- Increase the relationship between primary building entrances and public sidewalk
- Provide opportunities for a range of housing types and prices
- Plan transportation corridors in coordination with land use and coordinating intensity proximate to transit
- Provide TOC development to be compact, pedestrian oriented and mixed use
- Provide that ordinary activities of daily living occur within walking distance of dwellings
- Provide interconnected networks of tree-lined roads and improved pedestrian access to transit
- Promote small scale blocks with open space
- Promote development within walking distance of transit
- Create a range of open spaces
- Require buildings, streetscapes and landscaping to contribute to community living spaces
- Design the street environment to emphasize comfort, safety, and identity
- Provide a form based code to guide change

There were three zoning districts within the TOC code including TOC-C (Transit Oriented Corridor – Corridor), TOC-G (Transit Oriented Corridor – Gateway) and TOC-CC (Transit Oriented Corridor – City Center). They are generally described as follows:

- TOC-C – “parcels designated as Corridor typically front on a primary road. An active primary frontage edge is created through vertical mixed use as well as residential and workplace buildings. Streetfronting uses are required and will be supported by a redesign of the streetscape to create a highly walkable zone. Buildings range from two to four stories. A wide range of uses, buildings, and frontage types are configured and oriented to public streets.”
- TOC-G – “parcels designated Gateway are located at significant entrances to the City where distinctive building elements and height to emphasize the corner, such as a corner tower, is encouraged. An active street frontage is created through vertical mixed use as well as residential and workplace buildings ranging in two to six stories in height.”
- TOC-CC – “the City Center zone is intended to create a unified development plan for a high-intensity, highly walkable mixed use district with the following features.

- New Main Street with ground floor shopfronts and restaurants and on-street parking that connects to Margate Boulevard and State Road 7.
- Shopfront buildings assure frequent entries and a high level of transparency into stores and restaurants
- Urban fabric with housing and/or workplace uses in buildings ranging from two to eight stories in height
- Highly amenitized public realm including public plaza, ornamental street trees, lights and public art.
- The majority of parking consolidated in structures and at curbs of public streets.”

The various districts within the TOC all have specific standards for building placement, setbacks, heights, parking, landscaping, signage, open space and underground utilities. The TOC also provided a number of illustrations showing building disposition, height, build-to line, frontages, layers, open space types, secondary frontages, recommended street interconnections, roadway types, sidewalks, urban greenway, and urban grid.

The TOC does include some areas outside of the CRA district and as such the CRA cannot spend any tax increment revenues to assist in redevelopment activities there. The area described in the TOC as the “North Gateway Segment” includes properties outside the CRA district at the very north end. The CRA district includes the entirety of the SR 7 corridor, and the TOC boundary overlays most of the commercial portions of the SR 7 corridor located north of the City Center Area.

The future land use designation of TOC and the complementary zoning and land development regulations provide some of the regulatory framework to implement the Citizen’s Master Plan and are significant redevelopment tools that the City and CRA can utilize to encourage incremental redevelopment over time. While this is a very significant step in revitalization, these regulatory mechanisms are generally passive in nature and only apply when a property owner is conducting major renovations, redevelopment or new construction. The CRA may need to institute a program or programs of incentives to encourage development and redevelopment to occur. Figure 2 shown on page 10 is the Transit Oriented Corridor Zoning District Map illustrating where the district and its subcategories apply.





Source: Transit Oriented Corridor District

Figure 5.2 – Transit Oriented Corridor Zoning District Map

Section 4 - Town Center Master Plan, 2008. This effort built on the concepts articulated in the Master Plan and applied them more specifically to the Town Center area. In addition, while the Master Plan considered the Civic, Parks and Shopping and Entertainment districts within the Town Center area, the City of Margate Town Center Master Plan (TCMP) addressed the Civic and Parks areas only. The TCMP also incorporated market projections from the *Preliminary Market Potentials: Margate City Center* report as well as providing illustrative master plans for the Town Center area redevelopment, and provides additional detail needed for soliciting developer interest for actual construction of the City Center.

The TCMP “included a revised town center master plan and proposed development program, a retail merchandizing strategy prepared by Gibbs Planning Group, and the executive summary of the Economic Research Associates market overview analysis. Support graphics illustrate suggested building scale, urban design elements, and general character of the town center. The report also included building designs for the Local Business Incubator concept for portions of the town center area meant to attract local small-business entrepreneurs as ownership-investors in the redevelopment of the town center.”

The areas within the TCMP include the “Town Center – East” (which corresponds to the Park District in the Citizen’s Master Plan), the “Town Center – North” and the “Town Center – South”. A cumulative breakdown of the development program for these three areas is as follows:

- 468 dwelling units, including 25 “out-building units”
- 25,500 square feet of retail
- 28,500 square feet of restaurant
- 57,500 square feet of office
- 20,000 square feet of local incubator
- 9,500 square feet of public market
- 1,063 parking spaces proposed in surface and structured parking

The TCMP also included illustrative site plans and architectural elevations for the buildings and uses in the study area along with some schematic drawings of proposed incubator buildings. The incubator schematics propose 20’ and 40’ wide buildings along SR 7 “to allow for local small businesses to buy a piece of the town center and establish themselves in their own buildings. The City could screen interested local businesses for their stability and appropriateness prior to selling the parcels. It is recommended that pre-approved building designs and elevations (suitable for construction) would be included with the purchase of the property. This would ensure cohesiveness but also serve as an incentive to participation as the small business owner would be relieved of architectural, engineering and permitting fees.”

Gibb’s Planning Group (Gibb’s) evaluated the TCMP and the market study conducted by Economic Research Associates (ERA). Gibb’s stated that “pedestrian movement and cross shopping between the east and west areas is not likely, even with signalization. However, the east and west commercial areas will reinforce each other and some shoppers may drive between the two centers, or make return trips to visit restaurants or shops.”

Gibb’s suggested that the east waterfront area could be the location for retail such as “books, children’s, eyewear, jewelry, men’s and women’s apparel, shoes and sporting goods” as well as a wide range of restaurants such as “American, deli, family, pancake, seafood and steak venues, plus a range of ethnic specialty restaurants such as Chinese, Cuban, Italian, Haitian and Mexican ... offering a variety of price points.” The study also went on to recommend that the “east side restaurants and shops should be geared to serve both the greater Margate

community as well as much of the Ft. Lauderdale region. Developed as planned with an urban lake, and edged with streets, pedestrian promenades, streetfront cafes and shops, the east area will offer an exciting European type of waterfront entertainment district.”

For the west area, Gibb’s recommended that the “commercial area be oriented towards neighborhood goods and services” supporting “the surrounding neighborhoods and the town center’s proposed new residential development.” Gibb’s went on to say that the “west area’s commercial area should be planned around a small landscaped square, offering an outdoor setting for community activities. Most of the neighborhood businesses will require convenient surface parking. On street parking should be metered, or closely managed. Many of the neighborhood businesses will require direct visibility from Highway 7 or Margate Boulevard.”

To implement this vision of the town center redevelopment, Gibb’s recommended that the City “consider seeking a qualified master developer to build the proposed town center. The master developer would coordinate the planning, infrastructure and various co-developers of the town center’s residential, office, retail and other land uses.” Gibb’s also commented that there will be the need for a public contribution to implement a public-private partnership.

As an alternative to this scenario, Gibb’s pointed out that the City “could consider planning and platting a town center into smaller lots and parcels, and then selling these sites directly to the end user. This process is the historical method by which American cities were developed, and has recently been used by the Rosemary Beach developer for its commercial town center. Platted commercial lots could be developed in addition to a town center built by a master developer.” “This model would encourage a variety of independent businesses” and the “cluster of businesses could form an attractive group of ethnic or one of a kind stores that could have a broad trade area.” In addition, Gibb’s suggested that the city should “consider implementing a ‘public market’, as a part of the west neighborhood commercial area. Public markets offer a variety of baked goods, cheese, fish, meat, poultry, produce, and specialty foods grouped inside of an enclosed year round structure. Such a market could provide for needed foods for the Margate and surrounding communities.”

Figure 3 below is the plan-view graphic from the TCMP which illustrates the possible development pattern of this area.



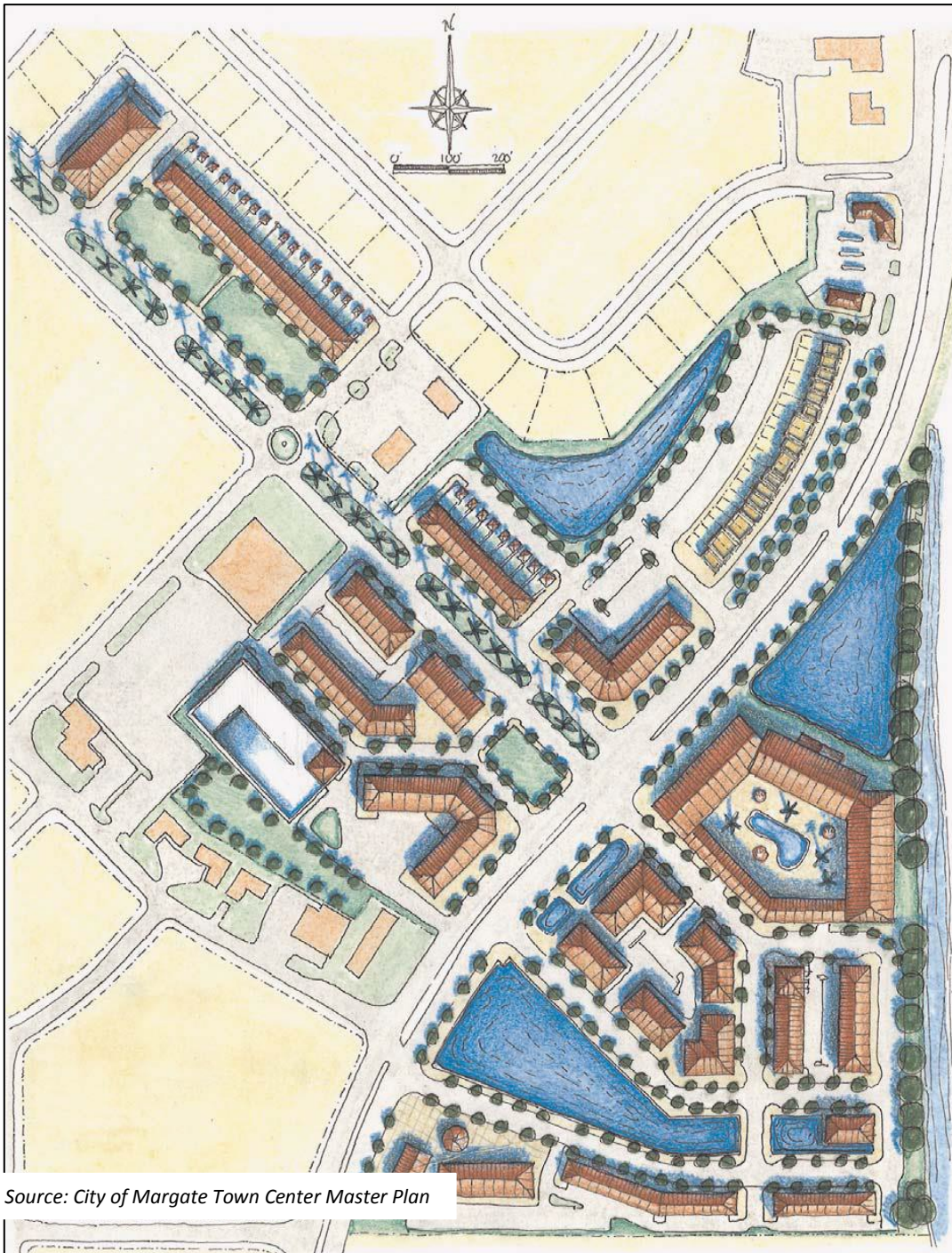


Figure 5.3 – Town Center Master Plan

**Section 5 – City Center Acquisition & Implementation.** In addition to the studies, land development regulations and programs of the CRA, the Agency had assembled over thirty acres of land at the intersection of SR 7 and Margate Boulevard.

The properties acquired included retail strip centers to the north and south of Margate Boulevard and the former drive-in theater east of SR 7 which had been cleared.

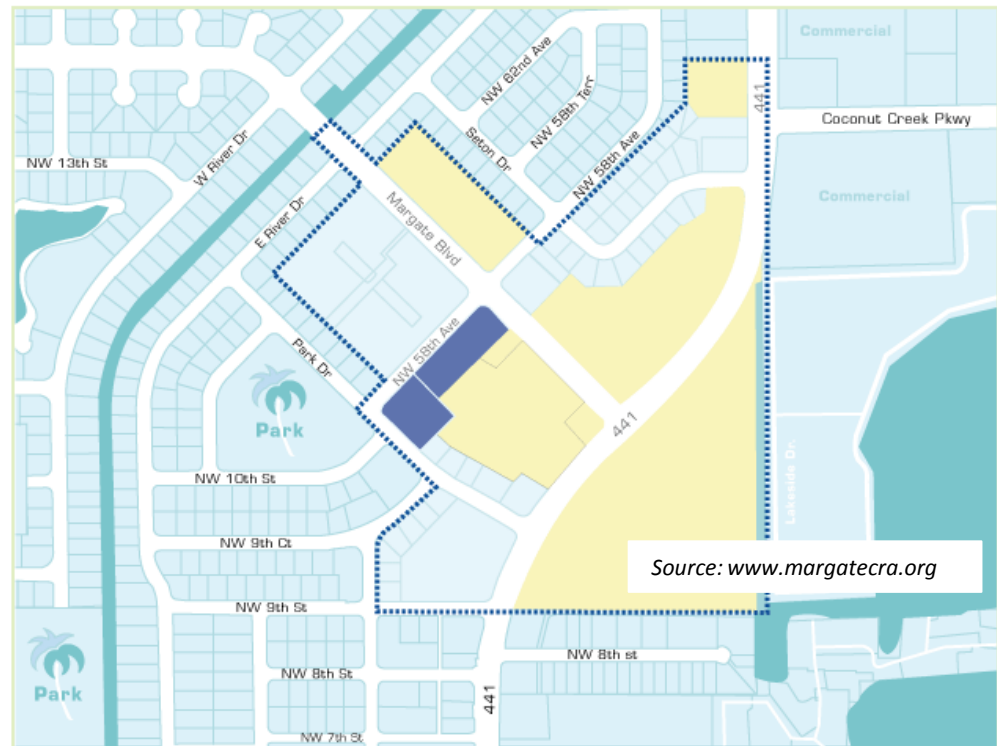


Figure 5.4 – City Center Property Acquisition



Since acquiring these properties the CRA had also completed streetscape improvements on Margate Boulevard, established a new open-air Green Market that is described in the next section, and had acquired the Wachovia Bank building located between Park Drive and 9<sup>th</sup> Street on SR 7 (not shown on the Figure 4 map).

The streetscaping included entry signage at SR 7, pedestrian lighting and street furnishings as well as paver crosswalks, parallel parking spaces and landscaping. To facilitate private redevelopment, the CRA issued a solicitation in 2008 for developer interest. This was preceded by a report conducted by the Urban Land Institute which made recommendations on how to structure the solicitation. Recommendations included “readying the site for development” by providing due diligence studies and establishing a workable process; improving incentives; and developing a planning approach that stages new development so that it can be absorbed by the market. Although no timely responses were received, the CRA Board expected to issue a solicitation when market conditions permit.







#### Section 6 – Streetscape/Beautification and Gateway Improvements.

In addition to the streetscape improvements constructed in the City Center area on Margate Boulevard, the CRA had installed landscape improvements and constructed community entry gateway signage in conjunction with the City and FDOT.

There were three segments of SR 7 that received varying degrees of landscape and median improvements. These segments of roadway had distinctly different landscape improvements. From the C-14 canal to the southern City limit line, the landscaping was completed in the center median and there were also some landscape improvements on the side drainage swales. In the section from the C-14 to Coconut Creek Parkway there was no landscaping from Atlantic Boulevard to the curve just north of Margate Boulevard where the landscape improvements begin. In the third section from Coconut Creek

Parkway to Sample Road, there was more lush landscaping from Coconut Creek Parkway to Colonial, and it was also more lush coming south from the overpass at Sample Road. The northern portion of the median was landscaped but it was rather basic with simple sabal palms.



Other major roadway corridors in the CRA district include Atlantic Boulevard, Coconut Creek Parkway, Copans Road, and Southgate Boulevard. Southgate Boulevard was landscaped for its entire length by the CRA in 2003-2004.

In addition to landscape improvements, the 2001 Plan called for development of City entry gateway features at all entrances to the City. The City and CRA have successfully installed numerous entry

gateway features on roadways throughout the City. These included entry signage and landscaping but none of the sculptural elements suggested by the 2001 Plan.

#### Section 7 - Property Improvement Matching Grant Program.

In order to provide an incentive to property owners for exterior renovations, the CRA formulated and implemented the Property Improvement Matching Grant Program. This program assisted property owners to enhance the visible street appearance of their property by providing “a dollar for dollar match for façade improvements and/or landscaping upgrades for commercial properties, on a reimbursement basis for pre-approved improvements.”



This program was successful encouraging improvements to private buildings and landscaping.

## **Appendix 6 – Transit Oriented Corridor Amendment**

(insert full document here – need a Word version)

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## **Appendix 7 – Compliance with State Requirements for Plan Contents**

This section contains relevant State requirements and guidance about how this amended plan meets those requirements.

*163.362 Contents of community redevelopment plan. — Every community redevelopment plan shall:*

- (1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan. **(see Appendix 9)***
- (2) Show by diagram and in general terms:*
  - (a) The approximate amount of open space to be provided and the street layout. **(see Figure 5.1 in Appendix 5)***
  - (b) Limitations on the type, size, height, number, and proposed use of buildings. **(see Appendix 6)***
  - (c) The approximate number of dwelling units. **(see Figure 1)***
  - (d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature. **(see Figure 5.1 in Appendix 5)***
- (3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.*
- (4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area. **(see Part II)***
- (5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan. **(see Part III – Section 2)***
- (6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part. **(see Part III – permits detailed development agreements that contain such language and conditions)***
- (7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area. **(extensive new housing is planned, and no residential displacement is anticipated as a result of CRA actions)***
- (8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefor. **(see TOC zoning in Appendix 6 that provides for residential use)***
- (9) Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the*

community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues. **(see Part IV)**

(10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted. **(see Part III, Government Administration, Goal 1, item 11)**

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## **Appendix 8 – Financing and Implementation Plan (Full version)**

(need a Word version of the file)

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## **Appendix 9 – Legal Description of Margate CRA District**

(unchanged but need a clearer scan than the 2009 plan version)

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